



Getting the culture right

Version 1.0

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How to use this guidance

Read the whole document for context or use the links to skip to the relevant section based on the tool you need to support a step on the production checklist:

Pre-production checklist steps	Tool
<ul style="list-style-type: none"> Self-assess communication and grievance channels using checklist 	Grievance channel checklist
<ul style="list-style-type: none"> Conduct scenario-planning for worker welfare and labour rights incidents 	Scenario planning
Plan and resource for:	
<ul style="list-style-type: none"> Nominated welfare contacts on set 	Additional channels
<ul style="list-style-type: none"> Information on set with details of people/numbers for those needing help/advice 	Resources
<ul style="list-style-type: none"> Regular clinics with individuals who can respond to and address concerns 	Additional channels
<ul style="list-style-type: none"> Access to external helplines 	Resources
<ul style="list-style-type: none"> Access to confidential channels to raise concerns 	Additional channels
During production checklist steps	Tool
<ul style="list-style-type: none"> Hold a mandatory meeting at the start of production outlining commitments 	BFI – Dignity at Work Principles
<ul style="list-style-type: none"> Provide information to self-employed ancillary workers about their rights via posters, emails or other relevant communications channels 	Resources Just Good Work app Information for Self-Employed Workers
<ul style="list-style-type: none"> Regularly remind production staff and crew of the value of ancillary workers 	BFI – Dignity at Work Principles
<ul style="list-style-type: none"> Check everyone’s awareness about avenues open to them to raise concerns 	Grievance channel checklist
<ul style="list-style-type: none"> Make sure ancillary workers have a point of contact among production staff 	Grievance channel checklist
<ul style="list-style-type: none"> Acknowledge contribution of ancillary workers at wrap party or equivalent 	BFI – Dignity at Work Principles

Introduction

All those involved in a production, whatever their role and whoever is responsible for their employment, is entitled to respect, dignity and decent working conditions. By establishing the right environment you alert people to the rights to which everyone is entitled and enable them to speak up about concerns over their own or others' working conditions.

Productions should establish communications with all workers on set so that they are able to raise concerns and issues. Such channels can be formal or informal and internal or external. However, all workers should know how to raise concerns, should be able to access mechanisms for doing so and should feel comfortable about using the channels provided.

Being able to raise concerns about issues such as safety, bullying and working conditions is important both for those working on a production to be able to voice issues, and also for the production company to understand and address emerging risks.

Audience and use

This toolkit is aimed at those in productions who have responsibility for worker welfare, site safety and communications. It aims to support productions in assessing whether measures they plan to take to establish channels for raising concerns are adequate and that no workers are missed out. It should be used in conjunction with [Toolkit: Responding to and remedying issues identified](#), which provides guidance on what to do if incidents occur.

1. Checklist for setting up appropriate grievance channels

Grievance channels are an important means for workers to raise concerns and for productions to have early warning of issues that could escalate. Such channels can be formal or informal and internal or external.

It is important that workers know how to raise concerns, can access the mechanisms for doing so and feel comfortable about using the channels provided, without fear of retaliation.

Productions should also know how to respond appropriately to concerns that have been raised and to have processes in place for doing so.

Self-assessment checklist	Answers
List the channels in place available to workers to raise concerns (identify where there are limitations in terms of which channels are available to which workers)	<i>(e.g. named welfare contacts, regular clinics, phone numbers)</i>
<ul style="list-style-type: none"> Are there any groups of workers that may not be able to access the channels easily? 	<i>(e.g. not on site at the same time as welfare contacts; language or literacy issues; cultural or religious sensitivity; fear of retaliation)</i>
<ul style="list-style-type: none"> For these groups, are there any good alternative channels available? 	<i>(e.g. external helplines or support groups)</i>
How will you publicise the channels available to workers?	<i>(e.g. on call sheets, at daily briefings, on posters)</i>
<ul style="list-style-type: none"> Are there any workers who may not be able to see or understand information about the channels available? 	<i>(e.g. doesn't see the call sheets, may not speak English)</i>
How will you check that workers know about and feel comfortable using the channels available?	<i>(e.g. inductions, spot checks on workers, third party assessment)</i>
Who is responsible for receiving and responding to concerns or issues raised?	<i>(e.g. named individuals with responsibilities written into their contracts and/or time available as part of their role)</i>
<ul style="list-style-type: none"> What preparation have those responsible for receiving and responding to issues had? 	<i>(e.g. training, scenario planning)</i>
<ul style="list-style-type: none"> What resources are available to those with responsibility for receiving and responding to issues? 	<i>(e.g. time, budget, external support)</i>
Is there a clear process in place for responding to issues or concerns raised?	<i>(e.g. target timeframes, decision trees, escalation paths)</i>

2. Scenario planning

Those with responsibilities for triaging and addressing issues or concerns raised should have sufficient time and resources available to them to investigate appropriately and know how they would respond in a variety of situations, including when and to whom to escalate issues. Check whether there is already a person or team within the company who can take on or support this responsibility.

It may be helpful to do scenario-planning as part of pre-production work. This involves identifying example scenarios and discussing how they would be addressed and who would take on which responsibilities. Scenario planning helps to clarify processes in advance and understand where additional resources may be needed.

Example scenarios

1. A worker indicates a situation that sounds like hidden labour exploitation
2. A group of workers appear to be illegally self-employed
3. Someone makes an allegation of inappropriate behaviour against a member of the production team or talent
4. A worker complains of racist or homophobic remarks by a colleague
5. A worker anonymously raises safety concerns

3. Resources

To support those who work on productions, it helps to put up information on set with details of people or numbers to call should people need help or advice. These can be contacts internal to the production, such as nominated welfare contacts, and/or external resources.

Example external resources

- Film and TV Charity's 24-hour confidential support line - <https://filmtvcharity.org.uk/we-can-help/support-line/>
- Broadcaster whistleblowing lines
- Just Good Work app provides advice and guidance for workers - <https://justgood.work/>
- TV Industry Human Rights Forum has information about rights and responsibilities for those who are self-employed – www.tvhumanrights.org/self-employed-workers
- Modern Slavery Helpline, where incidents can be reported; it can also provide technical assistance and advice - <https://www.modernslaveryhelpline.org/>
- BFI's Guidance on the Prevention of Workplace Bullying and Harassment: <https://www.bfi.org.uk/sites/bfi.org.uk/files/downloads/bfi-bullying-and-harassment-guidance-2018-02-14.pdf>
- Call it! App which enables those on set to report incidents of harassment, bullying and abuse to executives or senior producers via a daily anonymised, top-level overview of what happened – www.callitapp.org

If your production is linked to a member of the TV Industry Human Rights Forum (Sky, NBCU, BBC Studios or ITV), you can request additional advice and support to use the tools by contacting Amelia.Knott@tvhumanrights.org.

Information cards and posters for the UK

Those experiencing labour exploitation may be unaware that their situation constitutes a crime or may not know where to turn and whom to trust. Information posters or cards given out to workers on a production set can help people to understand the situation they are in and give them an avenue to report it. Reporting mechanisms should be confidential and, ideally, there should be a means to report issues anonymously as well.

TIP: It is good practice to put information posters in places where people can read them and note down relevant contacts without being observed, e.g. on the back of toilet doors.

Example poster or card content on labour exploitation

We all have labour rights. If you or someone you know is being:

- asked to work in unsafe or unhealthy conditions
- required to work excessively long hours
- given insufficient rest or days off
- paid below minimum wage
- bullied or harassed
- discriminated against
- expected to work without a contract in place
- asked to break or bend the law

You should report it to [*INSERT name and contact details of one or more relevant production or commissioner contacts*]

All reports will be treated as confidential.

To report anonymously, [*INSERT way that person can report anonymously on this production*]

Example poster or card content on modern slavery/forced labour

If you or someone you know are experiencing more than one of these conditions:

- Being forced to work when you don't want to
- Having to pay someone money to give you work
- Being forced to live in accommodation against your will
- Having your identity documents or bank account controlled by someone else
- You or your family being threatened or intimidated

Then this may be a situation of forced labour.

Report to a trusted contact: [*INSERT Name and contact details of one or more relevant production or commissioner contacts*]

Get help through the freephone national modern slavery helpline 24/7: 08000 121 700

Example information for UK call sheets on labour rights and working conditions

Labour rights can be violated when workers experience discrimination, no contracts, low/no pay, excessive working hours, forced overtime, insufficient days off, dangerous or unhealthy working conditions and have no means of redress for violations. If you become aware of an issue or if you see anything suspicious, contact:

- [*INSERT named contact(s) in production team to whom something could be reported*]
- [*INSERT other appropriate human resources contact*]

4. Additional communications channels to support those working on productions

Channels	Points to consider
Nominated welfare contacts on set	<ul style="list-style-type: none"> • It may help to have at least one woman and one man as welfare contacts • Welfare contacts should have had training to ensure they understand how to deal with sensitive issues, appropriately and legally • Welfare contacts should have gone through scenario planning prior to production starting to ensure that processes are clear
Regular clinics with individuals who can respond to and address concerns	<ul style="list-style-type: none"> • In order to build trust, such individuals may be known to productions but should have a sufficient degree of distance • Individuals should have the ability to respond to and address concerns • Clinics should be held in a room with a door where conversations cannot be overheard
Confidential channels, such as a box where issues can be written and submitted anonymously	<ul style="list-style-type: none"> • Any physical box should be in a place where those submitting issues can do so without being seen by others • The contents of a physical box should be checked and reviewed regularly so that issues can be addressed promptly • Ancillary workers should be made aware of the existence of such channels • It should be clear who will be reviewing issues submitted confidentially and what process they will follow in responding to them