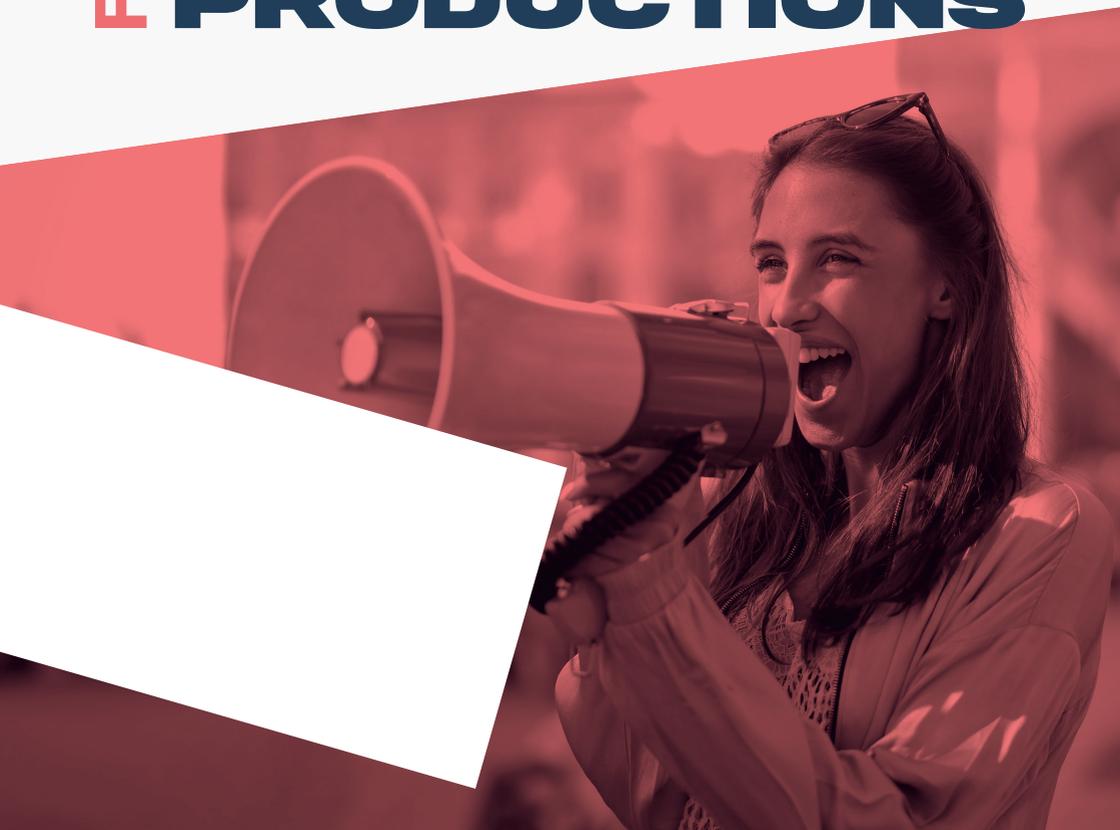




# **FOR** PRINCIPLES **FOR** MENTALLY **FOR** HEALTHY **FOR** PRODUCTIONS



# FOREWORD



# 01

## The Principles for Mentally Healthy Productions mark a watershed moment for UK film and television.

With the launch of these Principles, developed with a brilliant pan-industry working group, the UK is placing itself at the forefront of what responsible, modern production looks like. This is about protecting our workforce - but it's also about ambition. Our goal is to make the UK the most attractive place in the world for filmmakers and television producers to work.

Film and TV are powered by people - by their creativity, skill, and commitment. Yet for too long, too many have paid a personal price for the way we make our work. The evidence is clear: poor mental health in our industry is not about individual weakness, but about systemic pressures built into our working lives.

At the Film and TV Charity, our role is not only to support people in crisis, but to help change the conditions that cause harm in

the first place. Through our Looking Glass surveys and the Whole Picture Programme, we've learned that while support services matter, lasting change only happens when mental health is embedded into how productions are planned, led, and delivered.

That's what these Principles represent. Grounded in evidence, aligned with the law, and shaped by industry expertise, they set out a shared, practical framework for healthier cultures, better work and more sustainable careers.

If the UK is to remain world-leading in film and television, it must also be a place where people can thrive. I believe these Principles give us a strong foundation to make that happen - **together**.



**Marcus Ryder**  
Chief Executive

*The Film and TV Charity*



# PREFACE

# 02



**For the past six years**, the Film and TV Charity has been listening closely to what people working in our industry have been telling us. Since 2019, through our biannual *Looking Glass* research, we've seen a stark and uncomfortable truth: too many of our colleagues are struggling, often silently, with poor mental health, loneliness, burnout, and in some cases, suicidal thoughts. These findings have held steady across every wave of the research, always tracking far higher than in the wider working population, and they tell us that the pressures in film and TV are not incidental – they are systemic. They arise from the way we make our work: the conditions we operate in, the cultures we inherit and reproduce, and the limited capability the industry has historically had to support mental health.

In 2020, the Charity launched the Whole Picture Programme, and I had the privilege of being its Director, leading an unprecedented, sector-wide effort to address those pressures. Through that programme, we established our Bullying Advice Service, expanded access to counselling and therapeutic support, and created the Whole Picture Toolkit, a practical resource that has since supported more than 500 productions. ▶

The Toolkit has been a genuine success. Where it has been embedded well, productions report clearer expectations, better conversations about wellbeing, and a more supportive team culture. But we also learned something crucial: a toolkit alone cannot carry the weight of cultural change. It is most effective when it becomes part of business-as-usual, when its actions are simple and accessible for busy teams, and when it is underpinned by a clear understanding of legal obligations and what best practice in mental health genuinely looks like.

We listened again to our industry partners and agreed that what we needed were shared principles - something that sets out the *baseline expectations* for mentally healthy working across all genres, all sizes of production, and all parts of the industry.

The Principles for Mentally Healthy Productions are the next evolution of everything we've learned. They draw directly on the research and evidence from the Whole Picture Programme, on recognised frameworks such as ISO 45003, on health and safety law, and on the wealth of expertise that exists across our sector. Just as importantly, they have been co-designed with the industry, shaped by broadcasters, streamers, indies, studios, freelancers, unions, specialist organisations, and legal and health and safety experts. These are not principles created for the industry by an external body; they have been created *with* and by the industry itself. They represent a shared understanding of what "good" looks like.

The Principles focus on nine areas that we know make the greatest difference: leadership and culture, relationships at work, clear mental health support, content impact, interactions with cast and contributors, production context, workload, working patterns, and clarity of team structures. Each principle is paired with practical guidance so productions, regardless of scale or resources, can embed healthier ways of working.

Our ambition is not to introduce another layer of bureaucracy or a checklist to be policed. These are Principles - a framework for shared responsibility. They offer clarity without prescription, direction

without rigidity, and a foundation upon which individual productions can build practices that make sense for them.

### What we hope these Principles achieve is simple but profound:

- ✦ That they make it easier for productions to create environments where people feel safe, supported, and able to do their best work.
- ✦ That they reduce avoidable harm — the stress, burnout, bullying, long hours, and psychological risks that the *Looking Glass* research has highlighted year after year.
- ✦ That they strengthen our industry's ability to attract and retain talent, at a time when we cannot afford to lose more brilliant people.
- ✦ And that they help us shift from crisis management to prevention — from reacting to problems to designing them out.

The UK's film and television sector is one of the most creative, resilient, and admired in the world. But to remain so, we must ensure that the people who make our work possible are protected, valued, and able to thrive. These Principles are not the end of that journey; they are a collective commitment to doing better, a foundation for lasting cultural change, and a signal of the industry we want to build together.

### Andy Glynne Head of Mental Health Strategy / Head of Development, Mentally Healthy Productions

*The Film and TV Charity*

As we've progressed with our pan-industry working group to develop the Principles for Mentally Healthy Productions, I've seen something rare and powerful happen. Commissioning organisations and Public Service Broadcasters, studios and streamers, unions, screen agencies and industry bodies have chosen to act together, building relationships across traditional boundaries to co-design a shared foundation for change. In a sector where alignment is hard won, this working group, made up of more than 45 organisations, has shown what is possible when we decide, collectively, to make production culture and conditions better.

Just as much great work has been done to support those in front of the camera over many years, these Principles for Mentally Healthy Productions turn the spotlight onto the people who work behind the scenes and keep productions moving: Producers, Directors, Production Managers, Coordinators, technical crew and Heads of Department. They are the teams who bring powerful creative content to our screens and often carry the heaviest day-to-day load.



The delivery of the Principles has been a co-created effort: workshops, feedback and iteration, grounded in real production contexts and shaped by those who commission, finance and produce our content every day. Where we go next is up to all of us, and it can start now. Together we can turn this opportunity into every day practice, one production at a time.

Over the past several years, I have had the privilege of leading the industry-facing work to embed the Whole Picture Toolkit across the sector. This has meant building trusted relationships with nearly 200 production companies and supporting more than 400 productions to turn good intentions into practical, measurable change. Through that work, I have seen the commitment from production company leaders to take mental health seriously, recognising it as both a pastoral responsibility and a commercial priority.

What has been most striking is how quickly culture can shift when leaders set clear expectations, when teams use simple evidence-based tools and when mental health becomes part of everyday working practice. The result is stronger teams, fewer avoidable risks and an environment where creativity can thrive.

My hope is that these Principles give every production, whatever its scale or genre, wherever it is produced, the clarity and confidence to embed healthier working as standard. The energy and determination I have seen across the industry tells me this change is not only possible but already beginning to take hold.

### Anna Mishcon Head of Industry Engagement / Head of Delivery, Mentally Healthy Productions

*The Film and TV Charity*

# PAN-INDUSTRY ENDORSEMENT

“So many of the issues already emerging from the Action for Freelancers working groups point back to the same underlying problem: the impact that current ways of working are having on freelancers’ mental health. These aren’t isolated concerns, but everyday realities that affect people’s ability to do their best work and to sustain a career in the industry. That’s why these Principles matter. If the industry is willing to take them seriously and apply them in practice, they offer a real opportunity to shift how productions are run and how freelancers are supported across the sector.”

**James Taylor-Tovey | Project Director, Action for Freelancers**

“Across every stage of a screen industry career, our BAFTA talent programme participants and members tell us the same thing, that instability of freelance jobs, lack of access to training and skills development, the realities of production working conditions and pressures from fewer job opportunities, are not only driving a talent drain, but also having a profound impact on the mental health and wellbeing of our workforce. As a result, we have put mental health and wellbeing best practice at the centre of our programmes, and we welcome further collaboration with the Film and TV Charity to embed these pan industry Principles and guidance in order to equip all those working in our industries with the tools to sustain long-term, happy and fulfilling careers.”

**Sara Putt | BAFTA Chair, Film and TV Charity Vice Chair**

“We want everyone who works with us at Banijay UK to have a good experience and we work hard to make sure that we create the most positive and supportive environment for all to do their best work. We wholeheartedly support these clear Principles which provide a practical check list of actions and considerations to ensure the mental

well-being of teams is prioritised. They are relevant to all productions and teams across our industry, and we will be rolling this guidance out to all our leaders.”

**Bella Lambourne | Director of HR and Operations, Banijay UK**

“When Bectu members in the screen industry tell us 65% have suffered from poor mental health in the last 12 months it is clear something needs to change. These Principles are welcome to provide a framework around which the industry can take action. These are sensible steps which should provide people with support and create the conditions necessary to remove some of the work-related factors contributing to people’s poor mental health. The Screen industry is a vital part of the economy, and its workers are vital to its survival. If something isn’t done to help people stay in the industry, then a staffing crisis is just around the corner.”

**Philippa Childs | Head of Bectu**

“The Principles for Mentally Healthy Productions, developed by the Film and TV Charity in collaboration with a pan-industry working group we were proud to be part of, represent a potential watershed moment for the UK creative sector’s duty of care to its production community. At the BBC, we are determined to seize this opportunity and are committed to embedding the Principles to drive meaningful, practical change in mental health and wellbeing across our productions. We also actively encourage our in-house production teams and third-party suppliers to give the Principles the same focus and priority, so that people working right across the industry can benefit - and so the industry itself can be stronger, healthier, and more sustainable as a result.”

**Kate Phillips | Chief Content Officer, BBC**

“The Principles represent a vital step forward in creating safer, more supportive working environments across our industry - and by embedding these practices into the production culture, we can help protect wellbeing, foster respect, and ensure that creativity thrives without compromising mental health. BBC Studios is proud to have contributed to their development and fully endorse them - and would encourage the sector to adopt them as a shared commitment to positive change.”

**Lisa Hardy | Human Resources Director, BBC Studios**

“We are proud to support and endorse these Principles, the result of a truly cross-industry effort led by the Film and TV Charity. The strength of our workforce is a key reason why the UK remains a global leader in film and high-end TV production, and the British Film Commission team has been engaged since the early development of the original Whole Picture Toolkit, offering advice to connect UK processes to international client practices. Surveys have consistently shown a need for cross-industry acknowledgment, accountability and action on crews’ mental health. These Principles offer a framework to achieve that.”

**Adrian Wooton | Chief Executive, British Film Commission**

“The BFI welcomes the Principles for Mentally Healthy Productions, as everyone should be able to work in an environment where their health and wellbeing are supported and protected, enabling people to perform at their best. These new principles, alongside WorkWise for Screen’s good work resources and guidance and CIISA’s Standards, have the potential to support positive and lasting change in our sector’s operating practices. We hope hirers across the industry will maximise the support on offer.”

**Sara Whybrew | Director of Skills & Workforce Development, BFI**

“Making an independent film can be tough. The Film & TV Charity’s new Principles will help equip independent filmmakers with the knowledge and the practical and accessible tools they need to make their productions happier and healthier.”

**Deena Wallace | BIFA**

“It has been hugely important for Channel 4 and Film4 to play a role in launching these Principles, which we believe can make a meaningful difference for people working across our industry. The wellbeing of everyone on our productions remains vital to us, and we hope this is a significant step towards helping to build a healthier, more supportive and more inclusive industry for all.”

**Emma Hardy | Director of Commissioning Operations, Channel 4**

“CDN’s Diamond data and reporting consistently reveals significant under-representation of disabled people, including those with mental health conditions, at every level across the UK television industry. With the Principles for Mentally Healthy Productions, we’re giving our industry something it has long needed: clear, practical guidance shaped by the realities people face on the ground that will help every production put wellbeing at its core and ultimately help drive greater inclusion and sustainability in our workforce.”

**Miranda Wayland | CEO, Creative Diversity Network**

“The Film and TV Charity’s role in supporting the mental health of workers in film and TV cannot be understated. Their new Principles provide a vital framework to enable the kind of safe and inclusive working environments that are central tenets of the CIISA Standards. This is exciting, impactful work and we’re pleased to support it.”

**Jen Smith | CEO, CIISA**

“We’re proud to have contributed to the development of the Film and TV Charity’s Principles for Mentally Healthy Productions. The practical guidance underpinning the Principles will not only help film and TV productions to support their workforce but also to meet many of the behavioural expectations set out in the CIISA Standards.”

**Niyi Akeju | Head of Standards Development and Stakeholder Engagement, CIISA**

“Too many people in our industry are experiencing poor mental health and it’s just unacceptable. There is no excuse not to foster a safe environment at work, especially now that we have such clear, industry-agreed Principles. Responsibility must be shared across the industry to disrupt this accepted norm, and directors, as leaders, have an important role to play in changing our industry’s culture.”

**Natasha Moore | Head of Insight and Strategic Partnerships at Directors UK**

“The British TV and film industry depends on the hard-working, creative teams behind our world-class content, and it’s vital we look after them. The Film and TV Charity’s work and research behind this initiative is incredible, confronting the issue head-on to deliver real, lasting change. Disney+ wholeheartedly supports the Principles for Mentally Healthy Productions and is fully committed to continue working with the Film and TV Charity and our production partners to implement them across our original productions in the UK.”

**Angela Jain | Head of Content, Disney+ EMEA**

“The Principles for Mentally Healthy Productions reinforce the importance of the working practices and standards needed to create healthier, more sustainable production environments. Addressing systemic pressures and prioritising mental wellbeing is essential for the future of the UK screen sector, and we are pleased to support this initiative.”

**Amelia Brown | CEO, Fremantle**

“It’s important for the TV industry to unite and create a culture that looks after the people who make it. We’re proud to support the Film and TV Charity’s Principles for Mentally Healthy Productions, reaffirming our commitment to supporting mental wellbeing and building a healthier, more open working environment for all.”

**Kate Best | VP & Head of Production, IMG Studios**

“ITV is proud to support the Film and TV Charity’s vital work and we share the Charity’s ambition to ensure everyone in our industry works on mentally healthy productions.”

**Ade Rawcliffe | Chief People Officer, ITV**

“It’s been fantastic to work with the Film and TV Charity and members of the working group to shape principles that will help interpret otherwise very broad legal standards into something industry-specific and practical. Whilst the requirements to ensure that the mental health (in the same way as physical health) of those working on productions is not negatively impacted by work, the Principles help bring to life what productions can do.”

**Mary Lawrence | Partner, Osborne Clarke**

“Looking after the mental health of our workforce and improving the culture of our sector is a responsibility that should be shared across the entire supply chain. We welcome the Film and TV Charity’s practical support and tools, designed to help organisations and producers of all sizes to fully engage with this work and provide the knowledge needed to build a healthier, more inclusive sector.”

**John McVay | CEO, Pact**

“Real change happens when we join forces with partners across the industry, and this initiative is exactly that - a much-needed overhaul to protect and support the people who keep our industry running. They are the engine behind everything we do, and their wellbeing must be a priority.”

**Ben Frow | Chief Content Officer, 5, Paramount**

“Screen Alliance Wales is proud to support the Film and TV Charity’s new Principles for Mentally Healthy Productions. In Wales, where crews often balance intense schedules with the realities of freelance working and travel, having clear, practical standards that strengthen leadership, planning and day-to-day support will make a real difference. These Principles help turn good intentions into consistent practice, improving wellbeing, reducing risk, and reinforcing the duty of care that every production owes its people.”

**Allison Dowzell OBE | MD, Screen Alliance Wales**

“This is an incredibly important step forward for our industry and has been achieved thanks to the tireless efforts of the Film and TV Charity in coordinating this work. The true collaborative nature of bringing these Principles together in such close consultation right across the industry mean they are not only meaningful but more likely to make lasting change.”

**Steven Little | Head of Production, Screen Scotland**

“ScreenSkills is proud to support the Principles for Mentally Healthy Productions. A thriving screen industry depends on the wellbeing of its people and providing a framework to help productions create safe, respectful, and supportive working environments is vital. Collaborating across the industry to embed these Principles into everyday practice is essential for sustaining creativity and talent across the sector.”

**Sarah Joyce | Head of Unscripted and Children’s TV, ScreenSkills**

“At Sky, we believe careers in Film and TV should be exciting, inspiring, and full of opportunity for everyone involved. That’s why we’ve played an active role in shaping these industry-wide Principles—creating an approach that puts wellbeing right at the heart of production. This cross-company milestone moment ensures we’re building a screen sector that’s set to thrive now and for future generations.”

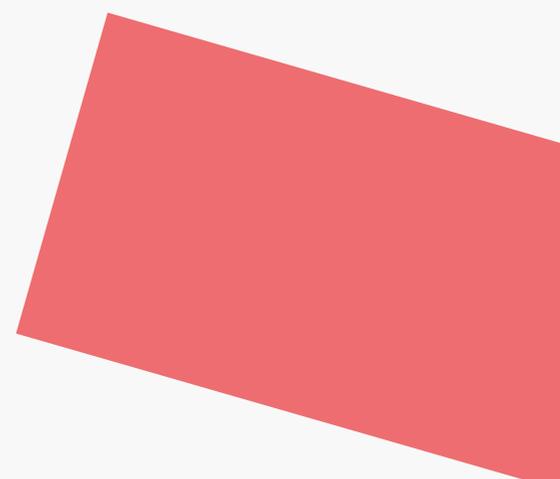
**Caroline Cooper | Chief Operating Officer, Sky Entertainment Group**

“TAC is proud of the relationship it has with the Film and TV Charity, and we fully endorse these new Principles for Mentally Healthy Productions. We look forward to working with the Film and TV Charity through our training programme to inform and educate our members and the sector in Wales on the practical actions we can all take to adopt these new Principles, and create a better and healthier working environment for all.”

**Llyr Morus | Chair, Teledwyr Annibynnol Cymru (TAC)**

“Looking after people’s mental health isn’t just the right thing to do – it’s essential for creativity to thrive. These Principles give us practical ways to make productions kinder and more supportive, and that’s something we’re passionate about at UKTV. We’re proud to back this initiative and to be piloting the Principles at UKTV, helping to build a healthier industry for everyone.”

**Hilary Rosen | Director of Commissioning, UKTV**



# 04

## PRINCIPLES FOR MENTALLY HEALTHY PRODUCTIONS

10

### Introduction

The Film and TV Charity, in partnership with the wider film and TV Industry, is taking the next step in helping productions become more mentally healthy places to work by creating industry-specific principles and guidance to support good practice. This stems from the results of our *Looking Glass Survey* - research we've been undertaking since 2019, which shows that key indicators such as self-ratings of mental health and wellbeing, feelings of loneliness, as well as the prevalence of suicidal thoughts, are worse among film and TV workers relative to national averages. The research identified various underlying causes of poor mental health and wellbeing, which are particularly acute in a production environment. These are grouped into the three Cs of working **Conditions, Culture** and the industry's **Capability** to support mental health.

The impact of poor mental health extends beyond individuals - it poses serious challenges to the industry as a whole. According to Deloitte's research, poor mental health can be attributed to costing the UK film and TV industry around £400 million annually. In the production sector, this contributes to the loss of a world-class talent base as individuals leave, making it increasingly difficult to attract skilled professionals. Productions and production companies that proactively support mental health are not only more likely to attract and retain talent, they're also more likely to stay on budget and deliver on schedule. ▶

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To help mitigate the findings of the *Looking Glass* research, and to drive positive change across the sector, the Film and TV Charity and its partners have been working to derive principles to support better mental health in production. Divided into three pillars - **People Support, Content Impact,** and **Work Planning** - the nine Principles are designed to apply across all areas of production work. Each principle recommends a series of actions that will help embed practices across any production, promoting good mental health at work.

Recognising the resource constraints within our industry, these Principles have been developed alongside clear guidance, offering simple, evidence-based actions that can be easily embedded across productions and companies. This work builds on the positive impact of the Charity's own **Whole Picture Toolkit**, which has been shown to improve mental health on productions where it has been used. **As with the Toolkit, these Principles are framed as a prophylactic - a way of creating better conditions, better work culture, and increased capability, so that the incidence of poor mental health is lower, and people feel more equipped to deal with issues when they arise.**

### Mental Health and the Law

These Principles are about changing the culture and conditions within the Film and TV industry - they are also about helping all productions comply with UK law. All productions already have a legal duty to ensure that workers are not exposed to risks to their mental health from their work, just as they are required to ensure their physical health is not put at risk. Productions are required to put in place "all reasonably practicable" steps to meet this requirement.

In addition, productions are legally required to conduct a suitable and sufficient assessment of risks to workers' health and safety, and to implement appropriate measures to control those

risks. This includes identifying and assessing risks related to workplace stress, which, if left unaddressed, could lead to poor mental health and wellbeing.

These Principles, and the accompanying guidance, are designed to help you think about mental health risks arising from production activity and to provide you with a framework for mitigating risk and developing systems for supporting good mental health on production.

The intention of these guidelines is to help support production companies and producers create safe and mentally healthy working environments. The guidelines are not intended to prescribe compulsory steps that must be taken but are designed so that if followed, you are likely to meet your legal obligations and create a mentally safe working environment within a production.

### How to Use This Guidance

Each principle recommends several actions that will help embed good mental health practices across any given production. Recognising the resource constraints often faced in our industry, these Principles have been developed to be easily accessible and straightforward, offering simple actions that can be implemented across productions and production companies.

It usually makes sense for a single nominated person to hold full accountability for the mental health on a production (often the Producer), but this doesn't mean that all the weight needs to fall on one person's shoulders. Responsibility should be delegated and shared—not only within the production team, but also with the production company, the commissioner, studio, or financier of the film or TV programme. Having meaningful conversations about mental health and wellbeing at the earliest possible stage with all relevant stakeholders will lead to a more supportive, resilient, and mentally healthy working environment - one where everyone is better equipped to do their best work.

# 05 THE PRINCIPLES AND PRACTICAL ACTIONS

## People Support:

### Principle One:

#### Leadership and Culture

##### *Creating a culture that supports wellbeing starts with leadership*

Production companies, Producers, and those in leadership roles on a production, such as Heads of Production, Line Producers, Production Managers, crew, Heads of Department (together, Managers and Supervisors), are uniquely positioned to set the tone for a mentally healthy production. By recognising potential risks, promoting positive working conditions, and engaging in open communication, they can support wellbeing across teams.



### To support this principle Producers should consider:

- + Preparing a Mental Health Stress Risk Assessment for the production that identifies potential risks on the production and outlines steps to mitigate them.
- + Reviewing the assessment when necessary during the production.
- + Demonstrating leadership commitment to wellbeing through mechanisms such as implementing a written Wellbeing Policy and carrying out team check-ins.

## People Support:

### Principle Two:

#### Relationships on Productions

##### *Fostering respectful, inclusive relationships across teams*

Supportive working relationships are fundamental to good mental health. Producers, Managers and Supervisors who encourage respectful communication, provide accessible reporting systems, and take steps to prevent bullying and harassment are more likely to create safer, more connected teams.

### To support this principle, Producers and, where applicable, Managers and Supervisors should consider:

- + Creating and communicating anti-bullying and harassment policies, including clear, confidential reporting pathways.

- + Promoting awareness of issues related to bullying and harassment – this may include training, signposting, and sharing accessible resources such as the Film and TV Charity's Guidance for Employers to help empower everyone involved in the production to speak up and raise any concerns.
- + How they can offer reasonable adjustments and individualised support for Deaf, Disabled and/or Neurodivergent individuals, and where appropriate, consider appointing an access coordinator.
- + Providing DEI awareness training where possible to strengthen inclusive practices.
- + Aligning their approach with the CIISA Standards, by ensuring accountability, openness, and a responsive learning culture.

## People Support:

### Principle Three:

#### Mental Health Support

##### *Making mental health support visible and accessible*

Providing clearly defined mental health support and opportunities for regular check-ins can help individuals feel seen, supported, and better able to manage work-related challenges.

### To support this principle, Producers should consider:

- + Using confidential processes (e.g. a 'Working Well With Me' form) to identify individual needs and explore reasonable adjustments, with HR support if needed, and encourage team leaders to have regular wellbeing check-ins with the people they manage.
- + Sharing the production's plans for mental health support openly with everyone working on the production.

- + Including relevant resources (e.g., Film and TV Charity Support Line, support services (such as an EAP) or Mental Health First Aiders in appropriate team comms.
- + Signposting to relevant mental health awareness training – for example, ScreenSkills Introduction to Mental Health Awareness at Work training.



**Content Impact:****Principle Four:  
Sensitive Production  
Content and Themes****Managing the emotional impact  
of difficult subject matter**

Exposure to distressing content as part of production activity can impact emotional wellbeing. Examples including some news coverage and investigative journalism and true crime documentaries. Identifying potential triggers early and offering protective strategies both supports team members and helps production companies uphold legal duties around mental health.

**To support this principle,  
the Producers should consider:**

- ✦ Assessing production themes for content that may be emotionally challenging to those working on the production.
- ✦ Create a plan to mitigate exposure to risk, including avoiding or limiting the need for any individual to be repeatedly exposed to distressing content and themes unless this is unavoidable due to the nature of their job.
- ✦ Reassess and communicate risks throughout the production lifecycle, including post-production.
- ✦ Provide guidance and resources to help people manage potential emotional impact of content.

**Content Impact:****Principle Five:  
Relationship with Contributors,  
Cast and Presenters****Managing the impact of contributors,  
cast and presenters on the team**

Working with cast, contributors and/or presenters can involve power dynamics and/or unpredictable behaviours that can affect mental health and wellbeing. Having the right processes in place and prioritising team support can help reduce stress and create a healthier, more sustainable working environment.

**To support this principle, Producers  
and, where applicable, Managers  
and Supervisors should consider:**

- ✦ Identifying specific risks to mental health arising from team interactions with other colleagues, contributors, cast and/or presenters.
- ✦ Taking practical steps to reduce these risks, such as ensuring responsibilities are clear, holding briefings, bringing in external support where appropriate, and offering regular debriefs.
- ✦ Ensuring confidential channels are in place for anyone to raise concerns about their wellbeing, the wellbeing of a team member or issues related to their working relationships with colleagues, cast, contributors and/or presenters.

**Content Impact:****Principle Six:  
Production Context****Creating supportive and safe working  
environments for all team members**

From challenging locations (e.g. conflict zones or remote locations) to long periods away from home, production environments can affect mental health, either due to risk to psychological safety, prolonged isolation from friends or family, and sometimes the effects of being in a different culture. Anticipating and addressing these stressors helps build a safer and more mentally healthy environment for everyone involved.

**To support this principle,  
Producers should consider:**

- ✦ Whether the filming environment is physically safe and accessible for everyone working on the production and if not consider reasonable actions to mitigate these risks.
- ✦ Identifying potentially stressful elements (e.g. remote locations, long shoots, political unrest) and consider ways in which the impact on production mental health can be addressed in relation to these elements.

**Work Planning:****Principle Seven:  
Workload****Managing workload to protect  
wellbeing and performance**

High demands and under-resourced teams are amongst the biggest contributors to stress and poor mental health on production. Planning for adequate staffing and manageable workloads is vital to both team wellbeing and efficiency.

**To support this principle,  
Producers should consider:**

- ✦ Planning at the earliest stage for appropriate staffing levels, taking into account any budgetary constraints, and review resourcing as appropriate during production.
- ✦ Scheduling sufficient breaks and rest in accordance with the Working Time Regulations.

**Work Planning:****Principle Eight:  
Working Patterns****Making small adjustments that can  
have a big impact on mental health**

While not all roles allow for flexibility, Producers can still explore options to support individual needs.

**To support this principle,  
Producers (working with Managers  
and Supervisors) should consider:**

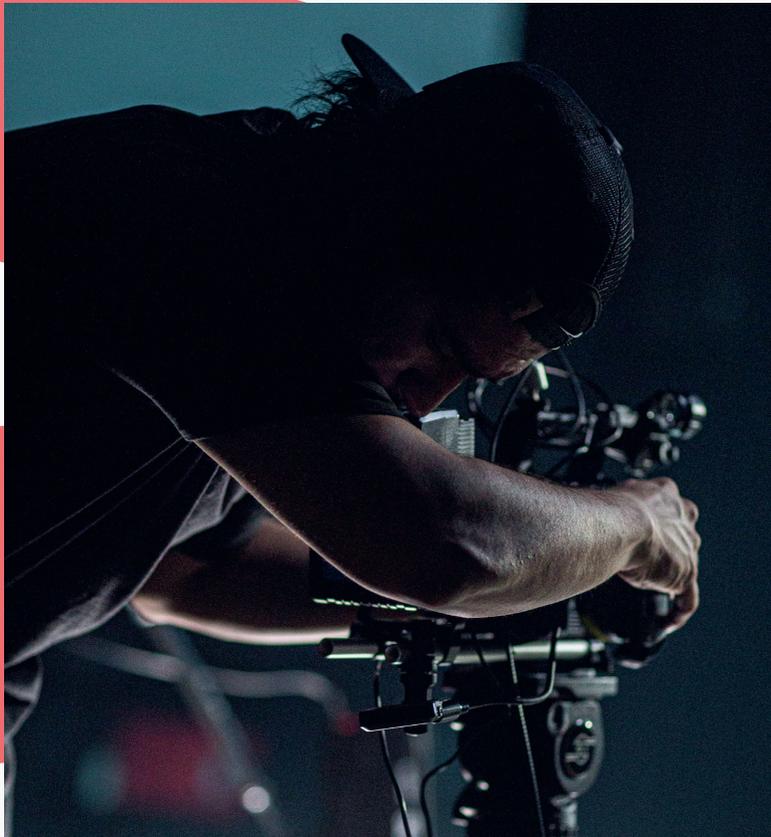
- ✦ Planning schedules early in production where practicable.
- ✦ Communicating with team leaders to obtain feedback on staffing requirements, for example, in scheduling meetings, and making appropriate adjustments where possible.
- ✦ Monitoring working hours and exploring ways to ease pressure when demands are high, for example staggering call times.
- ✦ Flexible working arrangements in line with legislative requirements.

**Work Planning:****Principle Nine:****Team Structure and Role Clarity****Provide clear job roles and plan handovers to minimise stress**

Ambiguity around responsibilities or reporting lines can be a significant source of stress within teams. Clarity around roles and team structures supports better mental health and reduces uncertainty.

**To support this principle, Producers should consider:**

- + Clearly defining team structures, roles and responsibilities, and appropriately communicating any updates or changes.
- + Where possible and appropriate (i.e. where someone is employed permanently or on a long-term engagement), offering opportunities for upskilling, mentoring or peer support.
- + Put in place effective handover processes for all key roles where possible.



# HOW THE MENTALLY HEALTHY PRODUCTIONS PRINCIPLES WERE DEVELOPED

This section outlines the process behind the development of the Principles for Mentally Healthy Productions - how they were conceived, mapped to existing standards, and co-designed across the UK film and television production sector. It also clarifies the breadth of professional and clinical expertise involved in ensuring they are legally sound, evidence-based, and ethically robust.

**Background**

The Principles for Mentally Healthy Productions were created by the Film and TV Charity to help the screen industry meet its duty of care for mental health at work. They are rooted in the *Looking Glass* research series (2019 – 2024), which evidenced the sector's elevated levels of stress, loneliness, and suicidal ideation compared with national averages. These Principles offer a practical framework—built around People Support, Content Impact, and Work Planning—to help productions meet their legal obligations while fostering psychologically safe working environments.

**Mapped to Established Standards**

To ensure alignment with national and international frameworks, the Principles were mapped to:

- + ISO 45003 – Occupational Health and Safety Management: Psychological Health and Safety at Work.

- + HSE Management Standards for Work-Related Stress.
- + The Health and Safety at Work etc. Act 1974.

This mapping ensures that following the Principles helps productions meet “all reasonably practicable” requirements under UK law.

**About the Source Frameworks**

ISO 45003 was developed by an international technical committee on occupational health and safety management systems (ISO/TC 283), comprising experts in psychology, occupational medicine, and organisational safety from more than 70 countries.

The HSE Management Standards for Work-Related Stress were created by the UK Health and Safety Executive with clinical and organisational psychologists, occupational-health physicians, and policy specialists, and remain the national benchmark for managing psychosocial risk at work.

The Health and Safety at Work Act 1974 is the cornerstone of UK health and safety legislation. It places a legal duty on employers — including production companies — to ensure, so far as is reasonably practicable, the health, safety, and welfare of all employees and others affected by their work. Although originally framed around physical safety, this duty explicitly includes mental health. The Health and Safety Executive (HSE) has clarified that “health” under the Act encompasses both physical and psychological wellbeing. Employers are therefore required to identify, assess, and manage risks to mental health arising from work activities, just as they must manage risks to physical safety. The Act is supported by the Management of Health and Safety at Work Regulations 1999, which require all employers to carry out “suitable and sufficient” risk assessments—including those relating to work-related stress and psychosocial hazards. Failure to do so may constitute a breach of statutory duty.

By mapping the Principles to these frameworks, the Film and TV Charity ensures its approach inherits the same evidence base and professional integrity as the UK’s and ISO’s leading occupational-health standards.

### Co-Design and Consultation

The Principles were co-designed by a working group of more than 40 organisations, representing the breadth of the UK production landscape (see table below). This co-design process was built upon an earlier technical mapping to ISO 45003, the HSE Management Standards, and the Health and Safety at Work etc. Act 1974 - ensuring the resulting Principles are both evidence-based and industry-owned.



### The organisations involved were:

6ft From The Spotlight	Action for Freelancers	All3Media
Animation UK	Apple TV	BAFTA
Banjay UK	BBC Content	BBC Studios
Bectu	BFI	BIFA
The British Film Commission	Channel 4	CIISA
Creative Diversity Network	Directors UK	Ffilm Cymru
Film4	Film London	Fremantle UK
IMG	ITV	ITV Studios
National Geographic	NBC Universal	Netflix
National Film and Television School	Osborne Clarke	Pact
Paramount	S4C	Screen Alliance North
Screen Alliance Wales	Screen Scotland	ScreenSkills
Sky	Sony Pictures Entertainment	STV
TAC	The TV Access Project	The Walt Disney Company UK
UK Screen Alliance	UKTV	Warner Bros Discovery

### Authorship and Clinical Oversight

The Principles were written and coordinated by Andy Glynn, Head of Programme Development at the Film and TV Charity, with input from the team as part of the Mentally Healthy Productions programme.

### Clinical and subject-matter oversight was provided by:

**Matt Longley | 6th Foot from the Spotlight.**

Matt is Co-Founder of 6ft From The Spotlight, a community-interest company providing mental-health and wellbeing support to freelancers and crews across film, television, theatre, and live entertainment. He has played a key role in developing practical, production-specific tools to help employers meet their duty of care under UK law and embed psychologically safe working practices. Matt has supported the BFI, BAFTA, and the Film and TV Charity on their mental-health

programmes and continues to advise productions such as *Beetlejuice Beetlejuice*, *Gangs of London*, *Douglas is Cancelled*, and *The Devil’s Hour*. An accredited i-act instructor (Royal College of Psychiatrists-accredited) and Chartered Engineer, Matt brings a distinctive combination of health and safety, behavioural science, and operational expertise.

### Dr Anna Mandeville | DPsych Consultant Clinical Psychologist and Leadership Fellow

Dr Mandeville is an HCPC-registered Consultant Clinical Psychologist with over 15 years’ experience spanning NHS leadership, academic teaching, and global digital health innovation. A former Global Clinical Director and VP Clinical at a leading digital mental health company, she has co-designed clinically validated digital therapeutics and hybrid models of care across the UK, US, and APAC regions. Within the NHS, Anna has led multidisciplinary mental and physical health services, delivered national

service transformation projects, and collaborated with Oxford University on digital psychological interventions achieving outcomes consistent with clinical research benchmarks. A Health Foundation 'Generation Q' Leadership Fellow with a Master's in Leadership and Quality Improvement from Hult Ashridge International Business School, Anna advises on clinical governance, compassionate leadership, and psychologically safe systems. She contributed clinical oversight expertise to the Principles for Mentally Healthy Productions, ensuring the framework's actions are evidence-based, ethically grounded, and operationally realistic for production environments.

#### **Peter Kelly | Psychologist and Workplace Mental Health Advisor**

Peter Kelly is one of the UK's foremost experts on workplace mental health and psychological safety. For over two decades, he served as Senior Psychologist and Specialist Inspector at the Health and Safety Executive (HSE), where he co-developed the HSE Management Standards for Work-Related Stress - now the UK's national benchmark for psychosocial risk management. Peter also contributed to the creation of ISO

45003 and the British Standard BS 30480 on Suicide Prevention in the Workplace, providing the international foundation for managing psychological health and safety.

Through his consultancy, Being Real, Peter continues to advise organisations globally on evidence-based strategies for improving mental health at work. He provided expert validation of the mapping between the Principles for Mentally Healthy Productions and existing occupational health and safety frameworks, ensuring their scientific and regulatory integrity.

#### **Emma Mamo | Consultant, Mental Health at Work**

Emma Mamo is a recognised leader in workplace mental health with over 15 years' experience driving culture change, wellbeing strategy, and organisational development across the non-profit and public sectors. While working at the mental health charity, Mind, she established and led the Workplace Wellbeing team, expanding it from inception to a 45-person department and delivering programmes that have supported more than a million workers annually. Her leadership helped shape national best practice in workplace mental health and embed wellbeing across UK organisations.

Emma contributed strategic insight and evidence-based practice to the Principles for Mentally Healthy Productions, ensuring the framework's recommendations are practical, scalable, and consistent with the Mental Health at Work standards.

#### **Mary Lawrence | Partner and Head of Health & Safety, Osborne Clarke LLP**

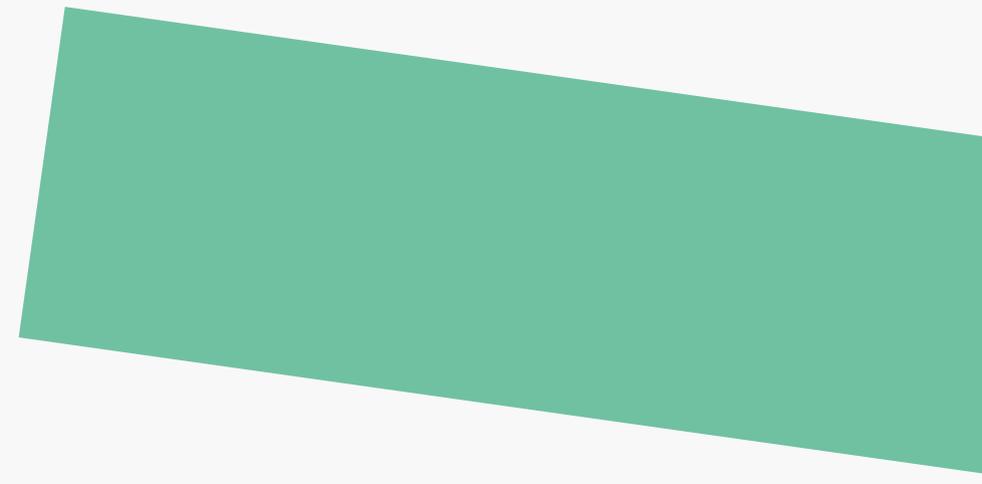
Mary Lawrence leads Osborne Clarke's top-ranked Health and Safety team, advising on legal compliance, crisis management, and wellbeing strategy across multiple sectors - with a particular focus on media and entertainment.

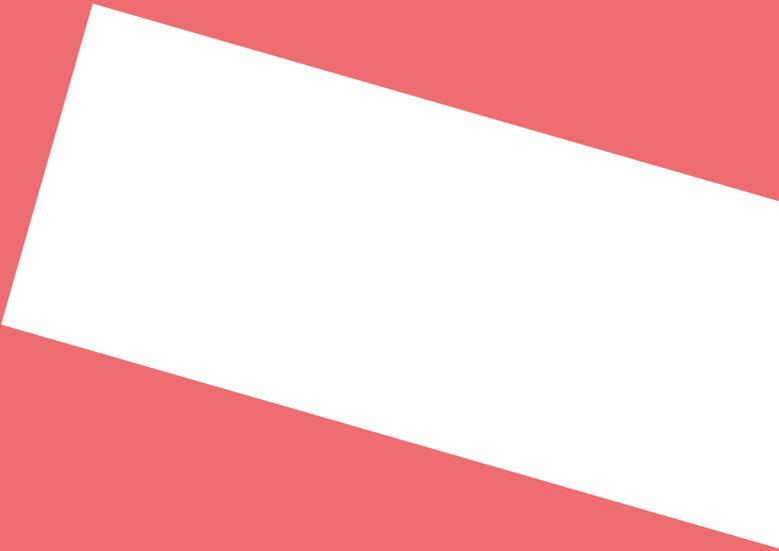
She is recognised as one of the UK's leading lawyers in workplace health and safety, with extensive experience helping organisations understand and apply their legal duties of care, interpret regulations, and embed meaningful safety and wellbeing frameworks. Mary also advises on Construction (Design and Management) Regulations, and contributes to Osborne Clarke's ESG and Future of Work initiatives, exploring how safety, wellbeing, and inclusion shape modern working practices.

As a key contributor to the Principles for Mentally Healthy Productions, Mary provided legal oversight and guidance to ensure the framework is fully aligned with UK legislation and the requirements of the Health and Safety Executive (HSE).

### **Whole Picture Toolkit**

The development process also drew upon clinical frameworks and content previously validated by the Film and TV Charity's Whole Picture Toolkit, itself designed with input from HCPC-registered psychologists, counsellors, and occupational-health clinicians.





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