CIISA
The Creative Industries
Independent Standards Authority

PA

# Building the foundation for reporting harm in the creative industries

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# Foreword from the Creative Industries Independent Standards Authority (CIISA)

_"Our role in setting and embedding clear professional standards and providing a safe, confidential – and, crucially, independent – place to seek advice and report behaviours of concern, alongside mediation, dispute resolution and arbitration, are essential enabling infrastructure to ensure that our talented workforce are safe."_

The UK's creative industries have long been a space of imagination, innovation, and cultural influence, giving us much to celebrate and take pride in. Yet, behind the spotlight, many individuals have endured harm in silence – held back by fear, power imbalances, and a lack of trusted avenues for support.

The Creative Industries Independent Standards Authority (CIISA) was established specifically to address significant gaps in preventing and proactively tackling these important issues. Our role in setting and embedding clear professional standards and providing a safe, confidential – and, crucially, independent – place to seek advice and report behaviours of concern, alongside mediation, dispute resolution and arbitration, are essential enabling infrastructure to ensure that our talented workforce are safe.

CIISA is a user-led organisation – meaning our work is shaped by the people and organisations that will use our services. We believe that those with experience are best placed to inform the systems designed to protect them. We commissioned PA Consulting to carry out the first user-led Discovery exercise for CIISA, exploring what people want to see when deciding whether to report a concern to CIISA as an independent third-party.

This report captures the insights, expectations, and needs of individuals across the creative sector and will directly inform the design of CIISA's services – from digital reporting tools to support pathways and educational resources.

What emerges from these pages is clear: the UK creative industries need an independent, impartial place to seek advice and raise concerns. The voices represented here ask for more than a reporting tool – they call for a long-term cultural shift. They see a future where reporting harm is safe, where support to resolve concerns is accessible, and where every individual, regardless of their role or status, is treated with dignity and respect.

CIISA stands at the forefront of this as a circuit-breaker. We will use the insights given in this report to take a decisive step toward building a reporting system that is trusted, independent, trauma-informed, and rooted in empathy – a system that empowers individuals to reclaim their agency and trust that their experiences matter.

We are grateful to PA Consulting for carrying out a thoughtful and sensitive research project to explore this crucial issue. To those who shared their experiences: we thank you sincerely. To those reading this report: we hope that this will inspire you to embed our Standards, financially commit to CIISA and help us shape a creative sector where harm is prevented and our talented workforce are able to thrive.

_Jennifer Smith_

**Jen Smith**
CHIEF EXECUTIVE
Creative Industries Independent Standards Authority

# Introduction

It is well documented that the creative industries face significant challenges in addressing harm and encouraging reporting. Fear of repercussions, cultural factors, and a lack of support structures contribute to the underreporting of abuse (in the form of bullying, harassment and discrimination).
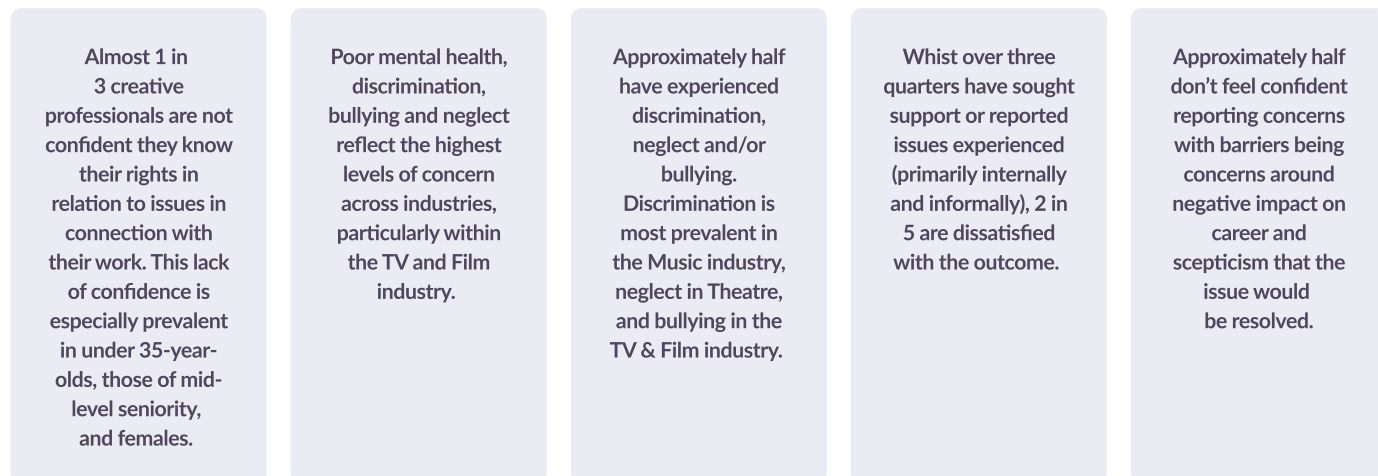
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| Almost 1 in 3 creative professionals are not confident they know their rights in relation to issues in connection with their work. This lack of confidence is especially prevalent in under 35-year-olds, those of mid-level seniority, and females. | Poor mental health, discrimination, bullying and neglect reflect the highest levels of concern across industries, particularly within the TV and Film industry. | Approximately half have experienced discrimination, neglect and/or bullying. Discrimination is most prevalent in the Music industry, neglect in Theatre, and bullying in the TV & Film industry. | Whist over three quarters have sought support or reported issues experienced (primarily internally and informally), 2 in 5 are dissatisfied with the outcome. | Approximately half don't feel confident reporting concerns with barriers being concerns around negative impact on career and scepticism that the issue would be resolved. |

*Figure 1 | An extract of key findings from the Quantitative study (March 2024).*

In March 2024, PA Consulting conducted a quantitative study on behalf of the Creative Industries Independent Standards Authority (CIISA) to understand the current creative industry landscape. This study aimed to quantify current sector-wide experiences, needs, expectations, and identify gaps to help shape the future of CIISA's services.

Following this work, in March 2025, CIISA commissioned PA Consulting once again to conduct a qualitative study[1] to inform the development of CIISA's operational systems and processes for users. This in-depth, user-led discovery was aimed at understanding the experience of individuals within the creative industries when taking steps to respond to harmful workplace behaviour, including discrimination, bullying, or sexual harassment. It explored how, if at all, individuals have reported harmful experiences and managed these instances, what deterred them from reporting, the support services they sought, and their expectations for a future reporting service, including what would engender trust and ensure they are comfortable and confident to disclose their experiences.

The study recruited freelancers and non-freelancers with a focus on ensuring diversity in age, gender, ethnicity, experience of disability and neurodiversity, and regional spread across the initial creative industries sectors CIISA will work in, namely TV and Film, Music and Theatre. The sample was further representative of varying levels of seniority and roles, and a spread of experiences, such as those who had direct versus indirect involvement of harmful behaviours (i.e., those impacted by harmful behaviours versus those who supported victims but were not directly on the receiving end of harmful behaviours) and individuals who sought support or had taken action, alongside those who had chosen to not seek support or progress action.

This report sets out the key findings around the factors that inform reporting in the creative industries, key themes and insights, and high-level recommendations for the future of reporting harms. Whilst the study engaged participants in detailing current reporting processes with the aim of building a user-centric, safe future digital reporting process, this summary report does not detail the individual steps, although these have been shared with CIISA for further review.

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*1 PA Consulting adopted a trauma-informed approach and informed consent was obtained from all participants. The purpose of engaging PA Consulting in this programme of work was to ensure impartiality and objectivity, and increased layers of safeguarding of participants. This report does not include any examples provided by participants in an effort to safeguard and respect privacy, anonymity and confidentiality.*

# The current landscape of harm

## Powerful networks and fear of repercussions are major barriers to reporting harmful behaviour

Many participants cited that they, or those they knew with experience of harmful behaviours, have not reported incidents due to concerns about losing future opportunities, developing negative reputations for being problematic, or worse, being blacklisted. Individuals in the study highlighted that those operating within the creative industries, as a whole, are aware of the ongoing harmful behaviour but choose not to act largely due to financial interests, power dynamics and the existing relationships with those who are guilty of harm.

Additionally, the lack of clear reporting mechanisms and support structures has left many feeling that there is no choice but to keep quiet and continue working. Whilst individuals are aware of organisations and unions that exist to assist them, these are often perceived as ineffective in addressing issues or being problematic in having individuals (either currently or in the past) in power and guilty of harmful behaviours themselves. The demanding nature of the roles in the creative industry, with its long hours, high stress and volatile teams, alongside the precarity of employment, further discourages individuals from seeking help or reporting abuse.

## A culture of genius and culture of fear are pervasive in enabling harmful behaviours

> *"There's this acceptance [of harmful behaviour] and people say, 'Yes, they act badly, but look at what they produce'..."*

Participants within the study highlighted that the creative industries is influenced by both a nostalgia for the "Golden Age of Hollywood" – an era that was rife with abuse – and the air, or "culture of", genius. This nostalgia perpetuates a culture of fear and acceptance of harmful behaviour which are often normalised and justified by the perceived "genius of perpetrators". These factors, alongside individuals' strong desire for recognition and success, creates an environment where those in the industry are conditioned to accept abuse. Harmful behaviours are often downplayed as jokes, or older generations will tell younger peers to "accept it and move on" – highlighting the pervasiveness of acceptance. Additionally, participants highlighted that too frequently there was a dismissiveness and expectance that younger colleagues do not complain about being exposed to the same harm that they, themselves, once were (i.e. a "I went through it and survived, you will too" mentality).

## A lack of trust in existing bodies is a barrier to individuals speaking up

The power dynamics within the industry, where those in higher positions often have connections and influence, create an environment where bullying and harassment can thrive unchecked. Participants in the study were in agreement that fear of negative repercussions, including not being hired in the future, for reporting harm prevents individuals with experience from speaking up.

As such, there is a reliance on informal networks for assistance and support as opposed to formal reporting mechanisms at present. The creative industries largely operate on a "culture of whispers", or "a whisper network", where individuals warn one another of who is likely to be a perpetrator, provide physical presence in an attempt to safeguard each other (i.e. staying in groups when at events or on sets) or emotional support and mental wellbeing signposting. Freelancers face unique challenges in the industry, citing that the fact that they have fewer rights and less support makes it even more difficult to report abuse of any kind.

Most individuals providing this support do so due to either their own past personal experience of harmful behaviour or as advocates of change – most frequently, the research found, as a result of both. As a consequence, a number of individuals across the creative industries have established initiatives, such as podcasts and social media pages that share anonymised stories of abuse to raise awareness and provide a platform for those affected, or support groups aimed at providing individuals in similar situations with some form of support in navigating reporting options and resources, and – most critically – offering a safe space to be heard. These initiatives and support groups have largely been established due to the lack of trust in existing bodies meant to support individuals in addressing and reporting harmful behaviours on behalf of survivors.

# Understanding the baseline of expectation from reporting services

## The bar for workplace support is low, and formal support channels often leave many disappointed

Most participants were unaware of a formalised space, or agency, that would provide them with support or where they could report harmful workplace experiences. Individuals who had experience with formal 'speak up' channels or Human Resources (HR) within their workplace, or via unions, stated that they found them lacking when needing active intervention, mediation, or investigation into harmful behaviours in the work environment. Freelancers were particularly wary of using such channels for fear of retribution (e.g. industry blacklisting), thus leading to a pervasive sense of having nowhere to turn for support, assistance or even to be heard. In the absence of formal support, many turned to informal support networks that offered a sense of community and a safe space for sharing experiences. These support networks have created a 'whisper network' for discreetly sharing information about industry issues and problematic individuals, aiding members in navigating their professional environments more safely.

## People are highly receptive and supportive of a digital self-serve reporting channel from CIISA

The concept of a digital reporting channel provided by a neutral third-party is viewed positively as it offers a streamlined and accessible way to report incidents – particularly in the fast-paced and stressful environments common in the creative industries. Online forms enable anonymous reporting, which can help ensure that reports are handled with sensitivity and confidentiality, addressing crucial concerns of those who might be deterred from taking action for fear of repercussions. A digital self-serve reporting channel would help individuals share their experiences and seek support whilst maintaining a level of agency and privacy. Whilst being open to the service, a number of participants – particularly freelancers – felt apprehensive about using a reporting channel whilst still contracted on a job, citing a preference for reporting to be done once a job has been concluded. This highlights the need for a time frame to be extended for reporting beyond "the employment period".

## People with experience expect more than "just a reporting service"; they also expect educational resources and pastoral support

Beyond reporting, participants would expect CIISA's website to be a valuable tool for learning about and understanding harmful workplace behaviours. Individuals emphasised the importance of having accessible information to hand before even deciding whether they wanted to report an incident. Information on legal rights, the definitions and severity of different types of harassment, examples of unacceptable behaviour, and protected characteristics under the Equality Act 2010, which ensures people cannot be discriminated against, were called out specifically as useful resources to further help them understand their experience. Additionally, when individuals seek to make a report, some highlighted that they would not necessarily want active investigation or mediation from CIISA immediately. Whilst they would want these options open to them to take up at a potential later date, access to a broader network of support, such as counselling, pastoral care, training and education, peer support groups, and career coaching, would be preferable and equally valuable.

## It is expected that CIISA will be transparent about who is behind the service and what reporting entails

Individuals with experience expect to be informed upfront what the reporting process will entail and who at CIISA will have access to their report. By illustrating the step-by-step process on the website's landing page, this could answer any questions they may have and ease anxieties about using the service. It will be important to be open about actions CIISA can take to ensure people do not assume that an investigation or mediation is always possible. There may be occasions where individuals are cautious about including personal identifiable information in their report, but clarity on how data will be used and reassurance around privacy policies can help people feel that their information is safe and there is no risk they will be 'exposed' to their perpetrators. Showing who is behind CIISA in terms of the 'case workers' who manage and investigate reports will also be key. Although revealing their identities may not be appropriate, clarifying team members' expertise and how they're independent from the creative industries would make people feel confident in reporting via the service.

## People desire agency over what the outcomes of their reports will be, and what information they share

The research showed that the reporting process should be driven by the person making the report to ensure they retain control about the level of information they are disclosing and what the outcome will be – this is critical for ensuring agency. For example, some participants highlighted that they may want to report a harmful incident only for it to be recorded with no recontact thereafter; others pointed out that they would want to give their consent for future follow-up, whilst some wanted the option of full investigation. This highlights the need for CIISA to provide a range of options for how they might approach and manage a reported incident to manage expectations and ensure that the digital reporting process is successful and utilised. Further, participants expressed that retaining agency by being given the option of remaining anonymous and how much personal information they provide is critical to ensuring trust in a system already fractured by mistrust. However, it will be key to emphasise that anonymous reports will still be of high importance and not be disregarded.

# Strong foundations of transparency, anonymity and objectivity will ensure users trust the process and truly feel heard

The research identified five fundamental components that CIISA should consider when developing any future reporting service: being heard, trust, anonymity, objectivity and transparency. Participants articulated that these components should be appropriately integrated at each stage of the reporting journey to ensure those with experience feel safe, comfortable and willing to share their experiences, and reassure users that their situations will be handled with care and diligence, thereby increasing the likelihood of them filing a report on the platform.

## Being heard and acknowledged is crucial to ensure users feel CIISA will take their reports seriously

Almost all individuals stated that they feared that reports of harm would not be taken seriously, especially if perpetrators held more senior positions or if the incidents were perceived as 'minor' by others. Additionally, there was significant concern amongst those participating in the research that reporting might lead to individuals being labelled as "difficult to work with" or "overly sensitive", which could in turn impact their career prospects and make the idea of reporting even more daunting. It is crucial for the mental well-being of those who report harm to feel heard and be validated. Acknowledging peoples' experiences, especially those involving extreme harm or legal violations, and reassuring them that the behaviour they experienced was inappropriate and worthy of being reported, is essential. Prompt follow-up after a report is made, providing opportunities for human contact and keeping people informed if they expect investigation are crucial, as is ensuring access to pastoral care or mental health support (even in the absence of an investigation), are all paramount to making people feel heard.

> *"I exclusively went to peers for support, feeling that no one else would understand. I never sought formal help or turned to friends and family, fearing they wouldn't get it. I was concerned about showing weakness and always defaulted to peers at the same level, knowing they could relate and believe me. When I couldn't cope with the bullying, my first thought was to pay for therapy to get coping techniques."*

## Trust is important to ensure CIISA feels approachable, professional and caring

When thinking about creating reporting services, participants noted the degree of empowerment and level of comfort felt in using any future service would fundamentally be tied to their trust in the system or process. Embedding and building trust is critical in ensuring people feel safe, supported and confident that their concerns are appropriately addressed, by the right people, in a process that is seamless, clear and sensitive. Maintaining independence, sensitivity, dependability and credibility is critical in developing trust amongst users in a future reporting channel.

> *"You want a single point of contact – you don't want to have to keep sharing your experience over and over, and you want to feel only a small group of people will read your case."*

> *"I'd expect clear links for filing complaints or giving consent. If it's affiliated with reputable organisations [within industry] that would make me think, 'Okay, yeah, these guys are legit.'"*

### Independent

Those who have experienced harmful behaviours want to be reassured that when they report incidents, CIISA and those individuals working on investigating reports are neutral parties.

The fear of negative repercussions both in terms of reputation and employability are so severe that users need assurance that CIISA and its representatives have no personal ties or connections to potential perpetrators – they want confidence that the system is neutral and fully confidential.

### Sensitive

Those who have experienced harmful behaviour need to feel that their reports will be handled in a discreet and sensitive manner.

By assuring and highlighting processes around anonymity and confidentiality, and ensuring that cases are handled considerately and with full safeguarding and sensitivity, users will feel psychologically safe to report harmful behaviour.

### Dependable

Users want reporting channels that are dependable, with clear procedures and timelines for addressing complaints.

Developing a reporting process that is consistent in how it captures, records, investigates and responds to reports will reassure users that the service is reliable.

### Credible

In order to be trusted by users, credibility needs to established throughout the creative industries.

Given CIISA's entry into the sector, and its vital role as Standard's Authority, a targeted communications campaign will help to explain CIISA's role, scope and remit to those that it serves and works on behalf of within the creative industries.

*Figure 2 | Key components of building trust in a reporting channel*

## Anonymity is essential for protecting people from fear of retaliation and encouraging reporting

Providing the option for people to report anonymously is paramount to building a service people will use, with most citing that they would only feel comfortable to make a report if this were a guarantee. Anonymity is critical due to existing working environments with hierarchical structures and power dynamics that currently hinder speaking out. While anonymity is important, individuals expect assurance that by choosing to remain anonymous, it would not result in reports being taken less seriously – meaningful action, in the form of recording and follow up, still needs to happen. Assuring users of this would encourage those who might otherwise be deterred from reporting to log a complaint.

*"There needs to be the ability to report incidents anonymously to protect the identity of the reporter. However, if you choose to do this, anonymous reports should still be taken seriously if the individual still want to consider an investigation process."*

## Transparency in the reporting process will reduce anxiety and help manage user expectations

All participants with experience of being on the receiving end of harmful behaviours emphasised that the fear of reporting incidents is rooted in the concern that it could be traced back to them, potentially negatively impacting their career. Alongside ensuring anonymity, mapping out what the reporting journey might look like before someone commits to the process and being explicit about what the service can and cannot do would help ease anxiety. Participants noted that this would enable them to anticipate what they will need to share and how this might be done via the platform, whilst also managing their expectations so that they do not have a false sense of hope of an investigation.

> *"I'd like to see a very clear flow of what's going to happen once I've filed a report. For example, am I going to get an email? Will they explain that they will endeavour to follow up within 48 hours? I want to see very clear steps of what I should expect to happen."*

## Objectivity and independent case workers would help build an impartial and trusted service

Participants were cautious about speaking openly about their harmful workplace experiences to a reporting channel due to heightened anxiety about who would be the "receiver of the complaint". The interconnected nature of the creative industries heightened these concerns, with participants feeling there was a high risk that their report could be seen by someone who had ties with the person or company the incident was about. All participants in the study expressed a preference that case workers should have no connection to their direct networks within the creative industries. In an ideal reporting scenario, these case workers would be trained professionals (with some participants giving examples of Citizens Advice workers) who are truly independent from the industry with no networks or ties to individuals in the sector. A key consideration is that any connection to the creative industries and its people could deter individuals from reporting. Users of a reporting service would expect a certain level of transparency regarding the identities of team members responsible for report capture and investigation.

> *"I definitely wouldn't expect them [case workers] to be people in the industry. They shouldn't be related to the work we're doing because it could put people off saying things… We're such a tight-knit community; you would be worried about ruining your reputation."*

# A future reporting process needs to assure users that they've been truly listened to

The insights gathered through this primary research make it clear that there is not only an urgent need for an official digital reporting process for those who have experienced harm, but assurance that these reports will be recorded and thoroughly investigated by individuals who are agnostic to the power dynamics and influence of the sector. The challenge for CIISA, however, lies in designing a reporting process that will allow individuals to feel safe enough to speak up, retain their own agency and autonomy (about how much they disclose and when, or how they wish to proceed), and assure them they have not only been heard, but truly listened to.

To encourage people to report incidents it will be vital to provide a platform that is trusted because it is a comprehensive source of information, its processes are fair, objective and transparent, and it guarantees anonymity and confidentiality. Building this trust is hinged on creating awareness of CIISA as a promoter of harm prevention which respects users' autonomy and anonymity, whilst ensuring that expectations of any service are carefully managed from first contact. The research underscored the need for specific interventions to help achieve these objectives.

## Promote and build awareness of CIISA and harmful behaviours are defined

In a landscape of distrust in organisations and workplaces in safeguarding individuals, and the absence of formalised reporting processes, CIISA has the opportunity to be a champion for positive change by promoting safer practices and spaces in the creative industries, including being a trusted benchmark for successful reporting. By assuring those within the creative industries that CIISA will operate openly and with full impartiality, and that it is an advocate for change, potential users of any services, especially the reporting service, are more likely to recognise CIISA as the trusted authority they can turn to. To achieve this benchmark of trust and credibility, it is essential that CIISA not only promote who the organisation and its people are, and its independence within the creative industries, but also to help build an awareness of what constitutes harmful behaviour and its prevalence within the sector. Providing detailed legal definitions of what is considered harmful behaviour (including examples and noting that experiences may bleed into after hour or social settings given the nature of the sector), signposting mental wellbeing and legal support services, and providing an empathetic space for individuals to consult prior to reporting will strengthen CIISA's position as the "go-to" body for those in the sector.

## Establish a clear remit

Managing user expectations of what is within CIISA's remit in addressing and investigating harmful behaviours is key in ensuring that individuals understand what support is available to them, how reports and investigations will be handled, what outcomes are possible and what actions CIISA can realistically take. By making this explicit upfront, users are less likely to feel misled or disappointed if certain outcomes are not possible. This level of transparency is key in fostering trust and confidence in CIISA, ensuring that users are more likely to engage with services and refer their network to its services in the future.

## Prioritise agency and anonymity in reporting

Ensuring that individuals have full control over how their report is used and the level of detail they choose to provide is critical in safeguarding users and providing reassurance that the service is safe to use. It is essential to avoid making anyone reporting harmful behaviour feel pressured to disclose information about their experience. Instead, the reporting process should be designed to empower individuals – this is more likely to be achieved by ensuring anonymity throughout, through careful use of language and by clearly communicating that reporting is a voluntary choice. Additionally, more tangible options, such as allowing individuals to determine which aspects of their personally identifiable information remains confidential and whether they seek an actionable outcome, or wish to report for record-keeping purposes only, would enhance a user's sense of control.

## Embed a supportive and guided reporting process

Whilst users want a service that allows them to capture and report their experience in their own words, they acknowledged that in a trauma state, they may not coherently or fully capture all necessary detail required for further investigation. In order to not re-traumatise users by circling back for further detail, the future reporting service should be designed in an intuitive manner that reduces the mental load on individuals in distress and instead guides users through the reporting process to ensure that reports have sufficient information for CIISA to record or act upon, whilst embedding credibility of the system through its detailed coverage. Additionally, reminders of definitions and legal terms will equip users with the right terminology to articulate themselves. Finally, the adoption of empathetic language across the website as a whole will further reassure users that CIISA is a sympathetic service.

## Establish a consistent follow-up process for all reported cases

To foster trust and emotional safety, individuals who report an incident expect to be acknowledged and validated throughout the reporting process. Regardless of the severity of the report, follow-ups post reporting alongside signposting to support structures is critical for users. In some cases, an automated redirection to pastoral support may be sufficient, particularly when action cannot be taken, or the individual has asked for no action. However, when an individual's well-being is at heightened risk, more direct interventions, such as wellbeing support, mediation or investigation, are expected necessary next steps.

# Response from CIISA to the key findings

We are grateful to all those who contributed to this independent research for providing us with such detailed insight into what we need to bear in mind when designing our Reporting Service. It is hugely important and much valued.

As an independent service that has transparency at its core, we provide our responses to the key findings and how we will take this insight forward in our final design.

| Page 7 | *"Whilst being open to the service, a number of participants – particularly freelancers – felt apprehensive about using a reporting channel whilst still contracted on a job, citing a preference for reporting to be done once a job has been concluded. This highlights the need for a time frame to be extended for reporting "the employment period".* | We understand that reporting concerns while still working on a job can feel daunting, especially for freelancers. CIISA will make it clear that people can come to us at any time – even after their work has ended.<br>We're here to listen, even if the incident happened in the past. While we usually focus on taking action on events within the last three years, we'll always consider exceptional circumstances with care and compassion. |
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| | *"Individuals with experience emphasised the importance of having accessible information to hand before even deciding whether they wanted to report an incident..."* | We've heard how important it is to feel informed before deciding to report. That's why our Reporting Service will include a comprehensive, easy-to-navigate Knowledge Bank tailored to each creative sector. It will also guide you to organisations that can offer emotional support and practical advice. |
| | *"Individuals...expect to be informed upfront what the reporting process will entail and who at CIISA will have access to their report."* | We're committed to being open and transparent from the start. You'll know exactly what to expect from the reporting process, who will see your report, and how your information will be handled. |
| Page 8 | *"...the reporting process should be driven by the person making the report to ensure they retain control about the level of information they are disclosing and what the outcome will be..."* | People's voice and choices matter. When you report to CIISA, you'll have control over how much you share and what kind of outcome you're hoping for.<br>You can choose to remain anonymous, and whilst this may sometimes limit what action we can take, we'll do our best to support you. Our system allows for ongoing, secure dialogue with anonymous users so we can understand your experience and explore what action we can take – together. |
| Page 9 | *"Prompt follow-up after a report is made, providing opportunities for human contact and keeping people informed if they expect investigation are crucial, as is ensuring access to pastoral care or mental health support (even in the absence of an investigation)"* | We'll also be clear about what CIISA can and can't do – and we'll stay in touch with you every step of the way through our secure two-way portal. |
| | *"Maintaining independence, sensitivity, dependability and credibility is critical in developing trust amongst users in a future reporting channel."* | These values are at the heart of everything we do. Our service will be designed to reflect and uphold them – because trust is built not just through words, but through consistent, thoughtful action. |

| Page 11 | "In an ideal reporting scenario, these case workers would be trained professionals (with some participants giving examples of Citizens Advice workers) who are truly independent from the industry with no networks or ties to individuals in the sector" | Every member of our team will be carefully recruited for their experience, and receive upfront and ongoing professional training to provide sensitive, professional support and a truly impartial service. They will be bound by a strict code of confidentiality.<br>We understand the importance of independence. While some users value industry insight to ensure we give a fully informed, tailored service, we'll ensure that no one with a conflict of interest handles your case. |
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| Page 12 | "it is essential that CIISA not only promote who the organisation and its people are, and its independence within the creative industries, but also to help build an awareness of what constitutes harmful behaviour and its prevalence within the sector." | Our Standards will be the foundation of our work. We'll provide clear, sector-specific guidance to everybody on what's acceptable and what's harmful – so everyone knows where the line is.<br>We'll also share what we're learning across the industry, making sure every voice contributes to a safer, more respectful creative community. |
| | "...allowing individuals to determine which aspects of their personally identifiable information remains confidential and whether they seek an actionable outcome or wish to report for record-keeping purposes only, would enhance a user's sense of control." | Your privacy and autonomy are essential. Our Reporting Service will let you decide what personal information you share and whether you want action taken or simply to record your experience. |
| Page 13 | "...the adoption of empathetic language across the website as a whole will further reassure users that CIISA is a sympathetic service." | We will make sure our language and information in all our resources and dialogue reflect a truly empathetic and independent service. |
| | "To foster trust and emotional safety, individuals who report an incident expect to be acknowledged and validated throughout the reporting process. | We will make sure we always acknowledge your report and let you know what happens next. And if you need support, we'll make sure it's available – tailored to your needs and situation. |