



MRS Regulations for Using Research Techniques for Non-Research Purposes

November 2010

MRS is the world's largest association for people and organisations that provide or use market, social and opinion research, business intelligence and customer insight.



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Section A

The Principles of the MRS Code of Conduct:

1. Researchers shall ensure that participation in their activities is based on voluntary informed consent.
2. Researchers shall be straightforward and honest in all their professional and business relationships.
3. Researchers shall be transparent as to the subject and purpose of data collection.
4. Researchers shall respect the confidentiality of information collected in their professional activities.
5. Researchers shall respect the rights and well being of all individuals.
6. Researchers shall ensure that respondents are not harmed or adversely affected by their professional activities.
7. Researchers shall balance the needs of individuals, clients, and their professional activities.
8. Researchers shall exercise independent professional judgement in the design, conduct and reporting of their professional activities.
9. Researchers shall ensure that their professional activities are conducted by persons with appropriate training, qualifications and experience.
10. Researchers shall protect the reputation and integrity of the profession.

Introduction

As research and marketing techniques have developed, so has the demand for Researchers' skills and techniques to be used for non-research purposes. Clients in the public and private sectors have come to appreciate and value the skills of quantitative and qualitative researchers. Researchers are increasingly approached to apply their techniques in the areas of policy development, marketing, professional development, regulation, quality control, etc.

MRS welcomes this development, and the purpose of these regulations is to set out the legal and ethical responsibilities of Members and Company Partners working outside the scope of traditional research projects.

Originally MRS provided guidance on this topic in the *MRS Draft Guidelines for Collecting Data for Mixed or Non- Research Purposes ("Category 6")*. Within these guidelines MRS detailed 6 categories of data collection:

Category 1: "Classic" market research	Category 2: "Classic" + N/A/ deceased amendments	Category 3: "Classic" + Interview marker on database	Category 4: "Classic" + Feedback on service issues	Category 5: "Classic" + Personal data for market purposes	Category 6: Non-research & mixed purposes
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Categories 1 to 5 are defined as research

Category 6 is non-research

The definition of these categories was developed following the introduction of the Data Protection Act 1998 to aid the Information Commissioner, the Crown official that regulates the application of the Act, in understanding the scope of 'research'. Now that the application of the Act is more clearly understood, the division between the categories is better termed as 'research' and 'non-research'.

Categories 1 to 5 - Research

These cover the disclosure of identifiable personal level data to clients that are permissible within the definition of research as defined by the MRS Code of Conduct. These include specific situations where information on identified individuals can be part of the feedback process – providing respondents have explicitly consented to the information being passed back and adequate safeguards are in place to prevent this data being used for further purposes. The definitions covering Category 1-5 are fully explained in the full MRS guidance on data protection (see MRS website for details – www.mrs.org.uk/standards).

Category 6 – Non-Research

When the data protection guidelines were compiled, the opportunity was also taken for the first time to address the growing demand from members for advice and guidance about the use of personal data collected using research techniques for purposes other than that described as research. Within the data protection guidelines, these were originally defined as Category 6 projects – covering situations where data collected in projects will be used at a personal respondent level for non-research purposes. Whilst the data protection guidelines provide a basic outline of the conditions covering these types of project, the MRS recognized that the issues raised were sufficiently complex to require separate regulations dedicated to non-research activities.

The aim of this document is to replace and significantly update the previous guideline on Category 6. In addition, the status of the guideline has been strengthened by re-categorising them as MRS Regulations. These regulations also contain some detailed examples to highlight the breadth of activities that may fall within these Regulations. All of the examples given are permissible within the scope of the Regulations but are not exhaustive and there may be scenarios not covered for which these regulations would apply.

These regulations are binding on all MRS Members and MRS Company Partners when conducting non-research exercises. In cases where additional legal requirements apply the most stringent set of rules must be applied.

It should be noted that the rules within the MRS Code of Conduct are still binding when non-research exercises are being conducted. The most applicable rules from the MRS Code of Conduct are included (in the shaded boxes) in this document.

What is a Research Purpose?

A 'research purpose' is where information is systematically collected to assess opinions, attitudes and behaviours of the population under study. It does not include data collection intended directly to create sales or to influence the opinions of participants. Nor does it include data collection as a means of information gathering for use on future sales or marketing activities (direct), for example, to generate potential sales leads/contact details (and related details on consumer usage and consumption patterns). Direct action should not be taken in relation to named individuals or organisations as a result of 'research' as defined. Encompassed within the definition of research are the following activities:

- Collecting research data on an un-attributable basis
- Collecting data from a population or a sample population intended to be representative of that population or one or more sub-sets of it.
- Passing back details of deceased/gone away records to clients.
- Passing back :
 - details of identifiable individuals who explicitly expressed that their details should be flagged as 'do not contact';
 - contact details of identifiable individuals, separate from the research findings, who explicitly requested to be re-contacted (by the client) for a problem to be rectified;
 - details of those who have agreed to be re-contacted for further research;
 - attributable research responses to be used **only** for research purposes.

[Note: the passing back of identifiable respondent information can only be completed after the consent of the respondent has been obtained, except for dead/gone away records.]

What is a Non-research Purpose?

A non-research purpose is when data is collected for reasons other than to enhance understanding in a robust way – i.e. for any other purpose than described above. This includes exercises which have more than one purpose e.g. research and marketing

purposes and those that are for purely non-research purposes. Generally non-research exercises have one or more of the following characteristics:

- If the data is collected on an identifiable basis, direct action will, or may, be taken.
- The exercise aims primarily to encourage people in general or at random to express views, rather than to achieve robust data based on systematically targeting specific sectors of the population or on the whole range of views from a statistically representative sample of the relevant population.
- The exercise promotes the aims or ideals of a client or organisation
- The exercise promotes the products or services of a client or organisation.

Relationship with the MRS Code of Conduct

MRS regulates MRS members and Company Partners' activities irrespective of the purpose of the exercise.

These regulations should be read in conjunction with the MRS Code of Conduct and associated guidelines and regulations developed by MRS. It is also advised that other pertinent non-MRS rules which cover the relevant purpose of the data collection are referred to. For example, if a data collection exercise is being conducted for direct marketing purposes the appropriate direct marketing Code should be referred to (e.g. in the UK this would be the DMA Code of Practice). A list of useful non- MRS codes and guidelines are listed in Appendix A of this document.

For more information about the MRS Code of Conduct, regulations and the guidelines please visit the MRS website (www.mrs.org.uk/code.htm) or contact the MRS Standards Department (+44 (0) 20 7490 4911).

Scope of the Regulations

The MRS Code of Conduct Rule

The MRS Code of Conduct states:

B48: Members must adhere to the rules in the separate *MRS Regulations for Using Research Techniques for Non-research Purposes* when conducting exercises which are for purposes in addition to, or other than, research.

These Regulations are binding on MRS Members and MRS Company Partners where actions or procedures are stated as “**must**”. Breaches of these conditions will be treated as breaches of the MRS Code and may be subject to disciplinary action.

Recommendations within the regulations that members “**should**” behave in certain ways are advisory only.

Data Protection

The Data Protection Act 1998 is a key piece of legislation that underpins all forms of data collection (irrespective of the purpose(s) of the data collection). Further, the legislation contains specific rules relating to direct marketing activities which must be adhered to if the non-research purpose is direct marketing. It should also be noted that the research exemptions detailed in Section 33 of the Act do not apply to non-research projects.

Conversely, the Privacy and Electronic Communications (EC Directive) Regulations 2003, which apply to the commercial use of electronic addresses (including by telephone, fax, email, instant messaging, SMS, etc.) apply for any non-research activities which have a commercial purpose e.g. direct marketing.

It is advised that these regulations are read in conjunction with the MRS data protection guidelines. Advice can also be obtained from the MRS Codeline service (codeline@mrs.org.uk). However, this document, the MRS Codeline Service and other MRS data protection guidance is not legal advice and should not be relied upon as such. Specific legal advice should be taken in relation to specific issues.

Definitions

For the purposes of these regulations the following definitions will apply:

Client:

Client includes any individual, organisation, department or division, including any belonging to the same organisation as the Member, which is responsible for commissioning or applying the results from a project drawing on research techniques or the expertise of research staff.

Company Partner:

An organisation with MRS Members that has signed the MRS Company Partner Service Quality Commitment which applies throughout the organisation.

Identity/identifiable:

The identity of a Respondent includes, as well as his/her name and/or address, any other information which offers a reasonable chance that he/she can be identified by anyone who has access to the information.

Comment: Researchers should also be aware of situations where respondents could be identified from the data plus information available to, or likely to be available to, anyone who has access to the information. This may include verbatim quotes, transcripts, and audio and video recordings if not anonymised.

Incentive:

Any benefit offered to respondents to encourage participation in a project.

Member:

A Member is an individual who has been admitted to membership of the MRS in one of the four categories set out in Article 3 of the Articles of Association (i.e. Nominated Members, Full Members, Associate Members, and Affiliate Members).

Notification:

The data protection regulator, the Information Commissioner, maintains a public register of data controllers. Each register entry includes the name and address of the data controller and a general description of the processing of personal data by a data controller. Individuals can consult the register to find out what processing of personal

data is carried out by a particular data controller. Notification is the process by which a data controller's details are added to the register. The Data Protection Act 1998 requires data controllers who process personal data to notify unless they meet one of the exemptions detailed in the Act.

Research:

Research is the collection and analysis of data from a sample or census of individuals or organisations relating to their characteristics, behaviour, attitudes, opinions or possessions. It includes all forms of market, opinion and social research such as consumer and industrial surveys, psychological investigations, qualitative interviews and group discussions, observational, ethnographic, and panel studies.

Comment: Research data must be collected and analysed in such a way that it generates valid data for the population under study.

Research Techniques:

Techniques usually associated with the collection of research data e.g. questionnaire data collection, qualitative interviews, mystery shopping.

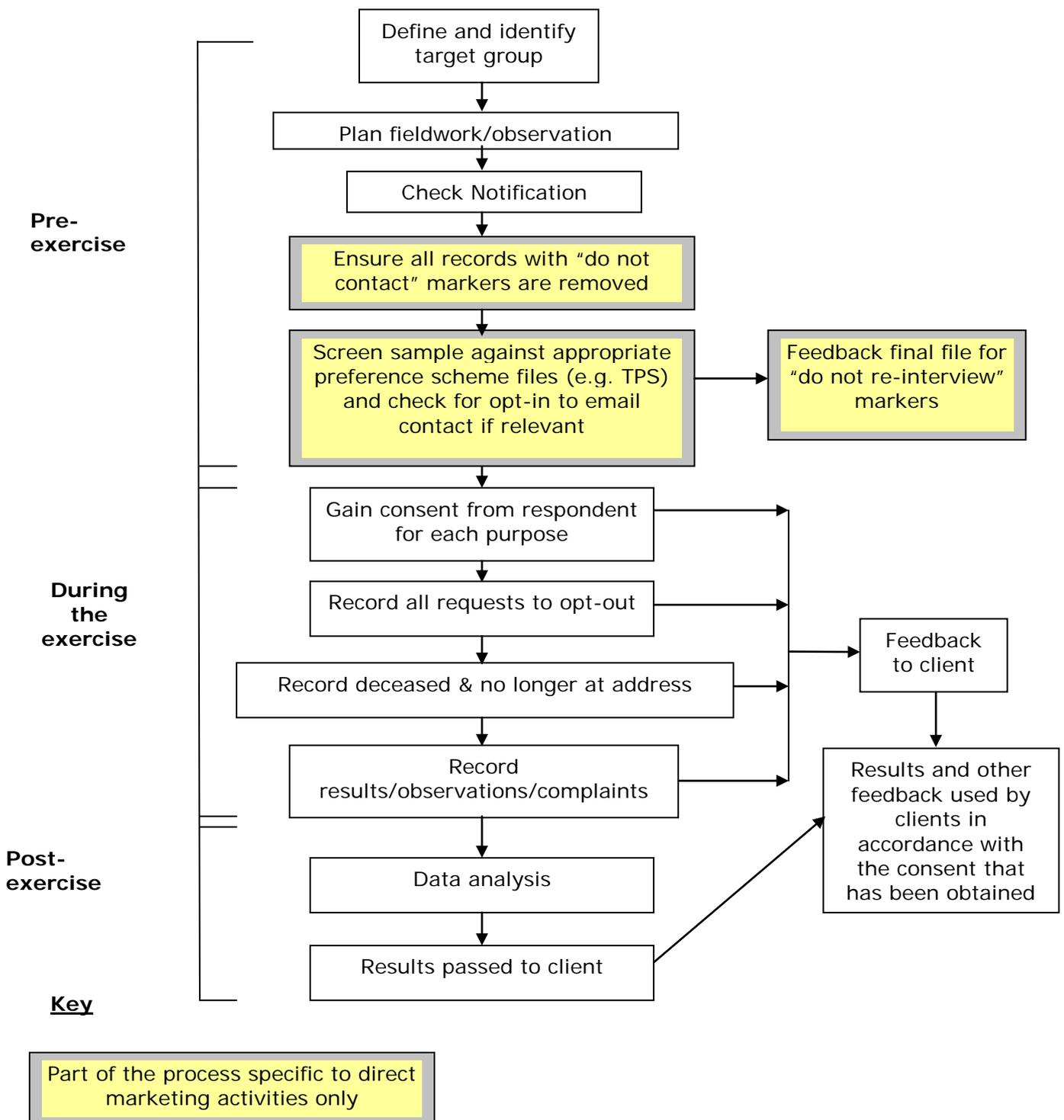
Respondent:

A Respondent is any individual or organisation from or about whom data is collected or who is approached for interview.

Section B

The Process

The full process for a typical non-research project is very similar to that for a research process; primarily because the way the data is obtained uses the same techniques. The following flowchart summarises the process. It should be noted that for some types of project, such as mystery shopping exercises, not all of these stages will be followed.



The Regulations

1. Pre-Exercise

The Rules

A1 **Research must conform to the national and international legislation relevant to a given project including in particular the Data Protection Act 1998 or other comparable legislation applicable outside the UK.**

B5 **Members must take reasonable steps to ensure that the rights and responsibilities of themselves and Clients are governed by a written contract and/or internal commissioning contract.**

1.1 Members **must** take reasonable steps to ensure that they consider the additional data protection issues which arise from conducting non-research exercises:

- a researcher's notification includes all the purposes of their data collection i.e. research and all the other purposes for which data is collected. This may include a research organisation's notification, a client's notification and/or any sub-contractors used in the process.
- samples are screened against client-specific 'do not contact' lists (if applicable to the purpose e.g. direct marketing opt-outs/ins if for direct marketing purposes).
- samples are screened against relevant external 'do not contact' registers (if applicable to the purpose e.g. Telephone/Fax Preference Services for direct marketing by telephone/fax).
- contracts explicitly include data protection provisions.
- where a client is the data controller, ensure a data processor agreement has been received.

2. During the Exercise

The Rules

- A3** Members must act honestly in dealings with Respondents, Clients (actual or potential), employers, employees, sub-contractors and the general public.
- B9** If Respondents have given consent for data to be passed on in a form which allows them to be personally identified, Members must:
- demonstrate that they have taken all reasonable steps to ensure that the data will only be used for the purpose for which the data were collected; and
 - fully inform Respondents as to what will be revealed, to whom and for what purpose.
- B10** If Respondents request individual complaints or unresolved issues to be passed back to a Client (for example in customer satisfaction research), Members must comply with that request. The comments/issues to be passed back to a Client must be agreed with the Respondent and must not be linked back to any other data or used for any other purpose without the explicit consent of the Respondent.
- B14** Members must take reasonable steps to ensure all of the following:
- that the data collection process is fit for purpose and Clients have been advised accordingly;
 - that the design and content of the data collection process or instrument is appropriate for the audience being researched;
 - that Respondents are able to provide information in a way that reflects the view they want to express, including don't know/ prefer not to say where appropriate;

- that Respondents are not led towards a particular point of view;
- that responses are capable of being interpreted in an unambiguous way;
- that personal data collected are relevant and not excessive.

B17 Respondents must not be misled when being asked for cooperation to participate.

B19 Members must ensure that Respondents are able to check without difficulty the identity and bona fides of any individual and/or their employer conducting a project (including any Sub-contractors).

B21 Members must ensure that all of the following are clearly communicated to the Respondent :

- the name of the interviewer (an Interviewer's Identity Card must be shown if face-to-face);
- an assurance that the interview will be carried out according to the MRS Code of Conduct;
- the general subject of the interview;
- the purpose of the interview;
- if asked, the likely length of the interview;
- any costs likely to be incurred by the Respondent.

B34 At the time of recruitment (or before the exercise research takes place if details change after recruitment), Members must ensure that Respondents are told all relevant information as per rule B21 and:

- the location of the exercise and if it is to take place in a viewing facility; and
- whether observers are likely to be present; and
- when and how the exercise is to be recorded; and
- the likely length of the exercise including the start and finish time; and
- the Member, moderator and/or Agency that will be conducting the exercise.

2.1 Members and MRS Company Partner employees **must** be honest with and not mislead Respondents when they are being asked to participate in a non-research project. The technique used to collect the data and purpose for which the data will be used **must** be clearly differentiated in any description of a non-research project (“e.g. This questionnaire will gather information to be used to tell you about our products and services”).

2.2 Members/Company Partners should pay particular attention to the following:

- The wording of fair processing notices used to collect information for client databases to be used as sample.
- Preambles describing the exercise (e.g. questionnaire introductions) clearly state all purposes for which the data are to be used.
- When familiar research brands are being used that the material reinforces that the exercise is not a research exercise.
- The content of materials used during data collection e.g. stimulus materials.
- Any resulting outputs from the exercise (e.g. press releases) must clearly define the purpose(s) for which data were collected.
- Opt outs from contact that have previously been offered to prospective respondents or applicable exclusion lists such as the Telephone Preference Service.
- The consequences of the exercise e.g. if agreeing to receive promotional materials that their details will be passed to the client, etc.
- Mystery shopping exercises where direct action will be taken based upon the results of the exercise e.g. conducting performance appraisals or calculating remuneration of staff.

3. Post-Exercise

The Rules

B55 Members must ensure that reports include sufficient information to enable reasonable interpretation of the validity of the results.

B56 Members must ensure that reports and presentations clearly distinguish between facts and interpretation.

B57 Members must ensure that when interpreting data they make clear which data they are using to support their interpretation.

B59 Members must take reasonable steps to check and where necessary amend any Client-prepared materials prior to publication to ensure that the published results will not be incorrectly or misleadingly reported.

Comment: This means that Members are expected to take reasonable steps to ensure that any press releases include either final report details (including question wording for any questions quoted) or details of where the information can be obtained (e.g. via a website link).

B62 Members must take reasonable steps to ensure that all hard copy and electronic lists containing personal data are held, transferred and processed securely in accordance with the relevant data retention policies and/or contractual obligations.

B63 Members must take reasonable steps to ensure that all parties involved in the project are aware of their obligations regarding security of data.

B64 Members must take reasonable steps to ensure that the destruction of data is adequate for the confidentiality of the data being destroyed. For example, any personal data must be destroyed in a manner which safeguards confidentiality.

3.1 Any parts of a project conducted for non-research purposes must be disclosed and limitations on associated research results must be provided.

3.2 When results are released sufficient explanation **must** be provided to ensure that the results are not misleadingly presented as research results. Any limitations or facts material to the validity of the results should also be provided.

Examples:

Description of incentive before data collection:

- *A qualitative group incentivised with a voucher from the client. The final report should make clear that it is a research and promotional exercise due to nature of the incentive and that providing a client based incentive may have impacted on the results of the group.*

Existence of information concurrent with data collection

- *A consultation exercise which contains a research element as well as offering a chance to the public to express their views. The final report should note the context in which the research element took place, namely the other information available, public meetings, etc, that were running concurrently as part of the consultation exercise, and the possible impacts of this on the research findings.*

Provision of information after data collection

- *A social marketing leaflet provided at the end of a research project. As this information is provided after data collection it would not have a direct impact on the respondents' responses. The report should however note the existence of this purpose and how the project was introduced to respondents.*

Further processing after data collection

- *Data is further processed at a later date for specified purposes such as identifying training needs. Again as the further processing would take place sometime after data collection, it would not have a direct impact on the respondents' responses. The report should however note the existence of this purpose and how the project was introduced to respondents*

Appendix A

Examples of Non-research Purposes

1. *If the data is collected on an identifiable basis, direct action will, or may, be taken.*

Using mystery shopping techniques to measure legislative compliance

A financial regulator approaches a researcher to conduct an investigation of its list of approved financial providers. The regulator is concerned that a number of its approved financial providers are not following its rules in relation to the selling of financial products. The **purpose** of the exercise is **to identify providers who are not following the legislative requirements** to enable the regulator to start investigation proceedings. The researcher is asked to use recorded mystery shopping techniques to establish which providers are not following the rules, to provide recorded evidence of the mystery shopping approaches and to provide identifiable details of all providers who are in breach of the rules. The researcher establishes that the mystery shopping requirements set out in rule B45 of the MRS Code of Conduct are in place before agreeing to undertake this exercise.

Using mystery shopping techniques to assess staff performance

A retailer approaches a researcher to scrutinise the customer service performance of its staff. The **purpose** of the exercise is to establish which of its staff **have improved in their customer service** and to use this information to calculate **the allocation of bonuses**. The researcher is asked to use recorded mystery shopping techniques to establish staff performance levels, to provide recorded evidence of the mystery shopping approaches and to provide identifiable details of individual staff members approached during the exercise. The researcher establishes that the mystery shopping requirements set out in rule B43 of the MRS Code of Conduct are in place before agreeing to undertake this exercise.

Using a questionnaire to collect feedback from customers to use in staff training

A bank approaches a researcher to conduct a customer satisfaction exercise among its customers. There is a **dual purpose** for the exercise; to conduct some **market research and to collect feedback, which is attributed to the respondent, to use in staff training**. The researcher is asked to devise a questionnaire which can be administered over the telephone and all calls are to be recorded. The researcher ensures

that the questionnaire clearly states the two purposes, and that interviewers are briefed to obtain consent for the recording and for passing identifiable details back to the bank.

Using a questionnaire to collect evidence regarding conformity with regulations

A government department approaches a researcher to conduct a statutory data collection exercise from businesses with the **purpose of assessing whether the businesses are meeting the legislative requirements** regarding tax rebates and returns. The researcher collects the information face-to-face from business respondents. The researcher ensures that the questionnaire clearly states the purpose of the data collection and that the businesses and the individuals will be identified in the feedback to the government department (which is also named).

- 2. The exercise aims primarily to encourage people in general or at random to express views, rather than to achieve robust data based on systematically targeting specific sectors of the population or on the whole range of views from a statistically representative sample of the relevant population.*

Conducting a group discussion to obtain recorded images for a conference

A pharmaceutical company is launching a new drug and approaches a researcher to conduct a qualitative group exercise among a number of patients that have been using the drug and have been part of the drug trials. The **purpose** of this exercise is to obtain **recorded images of patients** which can be used at a **medical conference**. The researcher ensures that at recruitment that respondents are advised of the purpose and fully informs the respondents about the nature of the recording.

Conducting a group discussion to elicit views from key individuals/influencers

A local business wants to **consult stakeholders** on a proposed expansion using group discussion techniques. It is interested in the **views of named people with particular roles**, rather than eliciting the range of views of all stakeholders. Specific individuals are approached for the exercise and the Member/Company Partner makes it clear that comments are to be used in materials regarding the proposal.

Consultation to obtain views on a proposed new development

A local authority wishes to **consult local residents** on a new development using a questionnaire. The questionnaires are left in key locations in public buildings (e.g. public libraries, post offices, etc); delivered direct to householders or responses are invited in local papers, etc. and there is no systematic attempt to ensure responses received are representative of the views of the population invited to respond. The primary **purpose** of the consultation is to ensure **all those who wish to have an opportunity to give their view**, rather than elicit information which is statistically representative of all the population in scope.

Using mystery shopping techniques to identify examples of behaviours or views

A magazine intends to write an article to highlight some of the flaws in the insurance industry. The journalist approaches a research organisation that employs mystery shoppers to **gather specific evidence for the article**. The journalist does not want to name names but to gather evidence that there are particular problems within the sector. The mystery shoppers conduct the exercise and the information is **passed to the journalist in aggregated format, and is subsequently published**.

3. *The exercise promotes the aims or ideals of a client or organisation*

Reconvening individual respondents to recreate verbatim statements in order to obtain recorded images for a marketing campaign

A mobile phone company is launching a new product and approaches a researcher to conduct a number of group discussions with current and prospective customers. The results were encouraging and the Client wants to highlight some of the positive responses and use some video clips for future **marketing** campaign for the product. The researcher had asked respondents originally (at recruitment) about recontacting them to obtain consent to use data for marketing purposes and is thus able to recontact the respondents. The respondents are advised of the exact purpose of this latter exercise and the researcher obtains consent from the respondents for the **recorded data** to be used for the defined **marketing purposes**. The researcher obtains specific details of the form that the marketing is to take to ensure that the respondents clearly understand how their recorded data may be used.

Using co-creation to generate video footage for an advertising campaign

A charity asks as a researcher to help it develop a new ad campaign targeting potential donors aged 16-24. The researcher engages with a group of video bloggers to generate insights and **to produce videos to be used in a marketing campaign**. The participants/respondents would have to be clearly informed of this use at the time of the project. Additional releases for reasons of copyright would also be required.

Participation in a project is incentivised with a client's goods or services

A large retailer approaches a research organisation to create a research panel from users of its loyalty card. It is agreed that incentives will be in the form of loyalty points which are redeemable at the retailer's stores. Due to the incentives offered, the project is in part **promoting** the retailer and so must be treated as a **marketing project**. Only those customers that have agreed to receive **marketing communications** may be invited to join the panel.

Participation in a social marketing project

An NHS Trust wishes to research current attitudes to diet and exercise and also wishes to encourage healthier lifestyles by offering membership of a local gym as an incentive for participation. Due to the nature of the incentive the project **is promoting the aims and ideals of the client** and so must be treated as a marketing project. Telephone recruitment sample must be screened against the TPS and respondents must be informed of the secondary aim of the project at recruitment.

Appendix B

Introducing a non research project

Example 1: Incentivising participation with client incentives

'Good morning I'm from [research organisation name]. I have been given your name as a customer of XXXX. They would be very interested in your views and opinions about the products/services they provide to help them ensure they are meeting the needs of their customers. Could you spare me about ten minutes of your time? Thank you. As a token of appreciation for you giving up your time to provide your opinions, XXX have asked me give you one of their products, ZZZZ, after we've finished. Also, I can assure you that XXX will not receive any information that will identify you as having given your views today'

Example 2: Collecting information to be used for research and marketing

'Good morning I'm from [research organisation name]. . I have been given your name as a customer of XXXX. They have asked us to conduct some research on the quality of service they are providing to their customers and would also like to offer you the opportunity to find out more about their products and services.

[Opt in question can then be asked later in the interview]

Appendix C

Other Codes and Guidelines

There are a number of other Codes and guidelines that Members/Company Partners may find useful when conducting non-research exercises. The following table list some of the documents in existence. This list is not exhaustive.

Purpose	Codes/ Guidelines	Website reference
Advertising	• International Chamber of Commerce (ICC) Code of Advertising	www.iccwbo.org
	• Advertising Standards Authority (ASA) CAP Code (non-broadcast advertising)	www.asa.org.uk
	• ASA Radio Advertising Standards Code	www.asa.org.uk
	• ASA TV Advertising Standards Code	www.asa.org.uk
	• ASA Advertising Standards Code for Text Services	www.asa.org.uk
Direct marketing	• Direct Marketing Association (DMA) Code of Practice	www.dma.org.uk
	• DMA Email Marketing Best Practice Guideline	www.dma.org.uk
	• Federation of Direct Marketing Associations (FEDMA) Code of Conduct for e-Commerce and Interactive Marketing	www.fedma.org
	• FEDMA Code of Practice for List Broking	www.fedma.org
	• FEDMA Code of Practice for the Use of Personal Data in Direct Marketing.	www.fedma.org

	<ul style="list-style-type: none"> • ICC Code of Direct Marketing www.iccwbo.org
Direct selling	<ul style="list-style-type: none"> • Direct Selling Association (DSA) Consumer Code www.dsa.org.uk • DSA Business Code www.iccwbo.org • ICC Code of Direct Selling www.iccwbo.org
Marketing	<ul style="list-style-type: none"> • CIM Code of Conduct www.cim.co.uk www.iccwbo.org • Consolidated ICC Code: Advertising & Marketing Communication Practice
Sales Promotion	<ul style="list-style-type: none"> • ICC Code of Sales Promotion www.iccwbo.org • ASA CAP Code www.asa.org.uk • ASA Help Note on Promotions with Prizes www.asa.org.uk • Institute of Promotional Marketing best practice guidelines www.theipm.org.uk
Public Relations	<ul style="list-style-type: none"> • Chartered Institute of Public Relations Code of Conduct www.cipr.org.uk

Staff training

- Chartered Institute of Professional Development Code of Professional Conduct www.cipd.co.uk

Consultations

- Cabinet Office Code of Practice on Consultation <http://www.cabinetoffice.gov.uk>
- Good Practice Guidance Consultation with Equalities Groups <http://www.scotland.gov.uk>



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