Government Social Research profession

GSR Strategy 2015 – 2020

Producing high quality social research to deliver better Government

Government Economic & Social Research Team

HM Treasury

1 Horse Guards Road

London SW1A 2HQ

© Crown copyright September 2015

Contents

Introduction..... 3

Who we are 4

The context for our work..... 5

Making it happen..... 6

Objective 1: Seeing the bigger picture..... 8

Objective 2: Delivering results 8

Objective 3: Collaborating and partnering..... 9

Objective 4: Building capability for all 10

Objective 5: Leading and communication 12

Delivering the strategy..... 13

Annex A: Summary of the GSR Code – Products..... 14

Annex B: Summary of the GSR Code – People..... 15

Foreword

I am pleased to introduce the Government Social Research[1] (GSR) profession strategy for 2015 – 2020. The foundations for this strategy are the core principles of the Civil Service (objectivity, honesty, integrity and impartiality), viewed in the context of the excellent work GSR members across the Civil Service deliver. To quote the Rt Hon Matthew Hancock, Cabinet Office Minister:[2]

"The question each generation must face is how best to harness those fine principles to deliver that better government and more prosperous society we all want to see."

Our mission is to strengthen the GSR profession throughout the five years of this strategy by building a workforce that are consistently inspired, confident and empowered leaders as well as being innovative, collaborative, forward-thinking, tech-savvy and diverse social researchers. This strategy is designed to make that happen, building on the previous strategy developed in 2011, but with a renewed emphasis on five key objectives aligned to the Civil Service Competency Framework:[3]

1. Seeing the bigger picture
2. Delivering results
3. Collaborating and partnering
4. Building capability for all
5. Leading and communication

We know the period of this strategy will be challenging for government departments, as budgets are tightened. This means it will be increasingly important for GSR to both have impact and be articulate about the impact and value social research activity brings to government. It will be crucial for focus on the five key objectives to be maintained, to ensure improvements are delivered and the profession develops and grows. We know those who use our evidence and advice – both inside and outside government – genuinely value what we do and are ready to work with us to further strengthen our profession.

This strategy is aimed at the members of the GSR profession and our stakeholders both inside and outside government. It is designed for this wide audience as we want everyone with an interest in social research within government to understand our mission and strategy. It is only by having this shared understanding that we can succeed, since it will be implemented by all those working in the social research system; by people evaluating their contribution and asking: how can I improve my effectiveness as a social researcher, and influence my organisation and profession to do the same?

Many of the themes running through this strategy match those in the Civil Service Reform Plan. As the Devolved Administrations are not subject to this plan and many topics that GSR members work on are devolved, Heads of Profession working for the Scottish and Welsh Governments will take forward reform plans that complement this strategy but that reflect the priorities of their governments.

Jenny Dibden, Head of GSR

[1] See the Government GSR website for further details
[2] In full: "Making the civil service work for modern Britain", Minister for the Cabinet Office Matt Hancock's May 22 speech to the Institute for Government on civil service reform.
[3] See the Civil Service Competency Framework for further details.

Who we are

The Government Social Research (GSR) service is a cross-government network, spread across a wide range of central government departments, public bodies and the devolved administrations in Wales and Scotland. The GSR works very closely with the other government analytical professions (economics, statistics, operational research, science and engineering and government actuaries) to provide evidence for policy, through formal and informal networks.

The purpose of GSR is to:

- Provide government with objective, reliable, relevant and timely social research
- Support the development, implementation, review and evaluation of policy and delivery
- Ensure policy debate is informed by the best research evidence and thinking from the social sciences.

Analysts in the profession use a wide variety of methodologies and techniques to carry out their work. As a profession we are constantly looking out for new and innovative ways of delivering high quality evidence.

GSR specialises in:

- Reviewing and synthesising the evidence base to identify issues for policy development
- Building the evidence base from empirical research to inform the design and delivery of policy
- Understanding the factors which motivate and constrain the behaviour and practices of individuals and groups in society
- Identifying what works for whom and why, and what's worth investing in, through robust policy evaluation, including policy trials
- Working with other disciplines to enable appraisal and integration of the social and cultural (with economic and environmental) impacts of policy and operational decisions
- Estimating the distributional and equalities impacts of policy and operational decisions.
- Advising government on social research methods and research ethics
- Monitoring social trends to identify future challenges and priorities
- Engaging with the wider national and international social science community to innovate and build capability

GSR members come from a range of social science backgrounds including psychology, social policy, geography, sociology, political science, criminology and social statistics. Recruitment is through rigorous assessment procedures, ensuring that GSR attracts high quality social scientists.

Government Social Researchers are bound by the Civil Service Code[4] and its core values of integrity, honesty, objectivity and impartiality. Commitment to these values is required of all members of the Home Civil Service. As an addendum to the Civil Service Code, the GSR Code[5] sets out specific principles to guide the work and behaviour of government social researchers.

The GSR Code is a clear articulation of GSR's professional standards. It is a demonstration of GSR's commitment to transparency and openness. It sets out seven principles to guide the work and behaviour of the Government Social Research profession. Adherence to the Code ensures high quality social research and analysis for government that is rigorous, relevant and valued. There are two elements of the GSR Code: products and people. Together they contain the seven core principles of the Code. Summaries of these two elements of the GSR Code can be found in Annex A (products) and Annex B (people).

[4] See the Government website for further details about the Civil Service Code

[5] See the Government Social Research code in full on the Civil Service GSR website

The context for our work

In our role as social researchers, we provide timely and impartial advice to Ministers and policy colleagues, drawing on credible analysis and evidence to facilitate well-informed decisions about policies, programmes and project delivery. The government recognises and values the unique contribution that social research brings to the Civil Service.

It is vital that members of the GSR profession understand the wider context of their work to fulfil their remits effectively. As part of this, we need to ensure GSR members have access to analytical networks within and outside government, to ensure analysis and evidence can be viewed in a wider context than just that of individual teams or departments. We also need to ensure members have the training and technical skills to carry out high quality analysis.

As in all scientific disciplines, the products of social research should be open to scrutiny and challenge. Continuing to build a culture of openness and transparency through the period of this strategy will facilitate external scrutiny and challenge. This will also enable our external stakeholders (including academics, Research Councils, independent research institutes and learned societies) to better understand the context of our work. More openness aligned to more external scrutiny and challenge will also lead to wider external use of the evidence we produce, thereby increasing the wider impact of government research and delivering greater value for money.

One major improvement since the GSR strategy was last reviewed in 2011 is that analysts are now even more likely to be working in mixed-profession teams to produce evidence for government. This means multi-disciplinary, more transparent ways of working are already becoming embedded into the culture of the profession, with collaboration being the norm. Working in interdisciplinary teams also helps to develop skills across professional boundaries. So we are in a very strong position to build over the next five years. Working in a multi-disciplinary environment is not about making all analysts the same. It is about recognising the unique skills and experience social researchers, economists, statisticians and others have to offer, to deliver a better quality product or service, more efficiently.

Achieving the objectives of this strategy will need to be accomplished against a continuing downward pressure on budgets and the need to address complex, long-term cross-cutting challenges such as increasing population size and an increasing proportion of elderly people. With these issues in mind, the context of our work and of the wider civil service will change considerably over the next five years. As a profession, we need to be ready to anticipate these changes and to adapt and develop. We will need to find ways of delivering more with less, finding smarter ways of working. This means everything from investigating ways of extracting value from data which has a zero or minimal production cost, to finding more creative ways of delivering impact in our work.

There are also new opportunities. In this digital age, the expectations of members of the GSR profession, stakeholders and the general public have never been higher. We must take new technology into consideration when thinking about what and how we deliver as a profession, both centrally and within departments.

Central to this strategy is a need to develop more active mechanisms to communicate with our members and stakeholders through a more interactive, dynamic online presence. This means going beyond maintaining a website with information relevant to the profession, using a wide range of social media channels to increase our impact. This is what our members and stakeholders expect. We also need to find

innovative ways of making social research more engaging and accessible. To drive this type of innovation forwards, we need to ensure that as a profession we are keeping abreast of methodological advances so we can continue to ensure that as a profession, our input to this arena is relevant and timely. Crucially, use of these communication channels should not just be for current social researchers in government and stakeholders, but also for prospective ones.

Making it happen

In focussing actions around the five key objectives for the next five years, we believe that our members and stakeholders will notice a range of meaningful, practical improvements being delivered, aligned to the vision for 2020. We want these five objectives to lead to positive change at departmental and central GESR team[6] level. Departmental Heads of Profession are committed to this strategy, which is a prerequisite to success, since the principle responsibility for driving forward many improvements lies within individual departments. Heads of Profession will be taking ownership of the strategy to deliver measurable, positive change within individual departments.

Figure 1 summarises the vision behind the five strategy objectives. Table 1 summarises what is happening now in each of these areas and what needs to happen over the next five years.

[6] The Government Economic & Social Research (GESR) team is based in the Treasury, and supports both the Economics and Social Research profession.

Figure 1: The five key objectives of the GSR strategy 2015 – 2020

Table 1: A summary of what is happening now and what success would look like

Objective	What is happening now	What success would look like
Seeing the bigger picture	GSR contributing to the Open Policy Making initiative, to share best practice GSR working with other analytical professions to develop data science skills GSR Guidance on the use of social media data produced, to facilitate development of good working practices in this new area	GSR Ethics guidance updated to refer to new methods of collecting data (e.g. social media), as this is recognised as an area GSR can make a wider contribution to analysis & policy making Promote development of good quantitative skills in GSR members, so the profession can contribute more to the data science agenda Be proactively anticipating future developments (technological methodological, social, economic & organisational) & managing associated change
Delivering results	A suite of case studies have been gathered as examples of how GSR members have delivered with impact Networking & knowledge sharing opportunities are managed at a departmental level, on a topic by topic basis	Case studies to be promoted to showcase the value GSR members add & updated regularly Set up more panel discussion events for senior GSR analysts & academics, inviting members to attend and contribute, to engage membership in cross-cutting issues and facilitate networking Promote development of personal impact to all
Collaborating & partnering	Stakeholder engagement & partnering is generally managed at a departmental level, on a topic by topic basis	Actively build stakeholder networks across departments with external stakeholders so GSR develops stronger links with specialists, leading to

	Exceptions include GSR involvement in the ESRC student internship scheme, which is of mutual benefit to both government & students The Head of GSR also routinely meets with senior stakeholders and speaks at conferences	better informed analysis & advice Task senior GSR members to be named 'account managers' for specific external stakeholders, to keep momentum in developing these relationships Develop & promote an evidence-base of the benefits of internships and secondments, to demonstrate the value this type of partnering delivers to individuals & organisations
Building capability for all	A range of CPD courses are available, via a range of providers Talent management led at departmental level GSR North set up to promote representation of & engagement with northern-based members Pilot job swap programme, to facilitate development opportunities and knowledge sharing across GSR GSR engaged with Q-step programme to strengthen quantitative skills in social science graduates	CPD opportunities mapped to GSR & generic competencies & advertised to members, to illustrate learning pathways GSR Board actively managing talent in the profession Strengthened role for the GSR North group and promote active engagement with other GSR groups (e.g. those based in Wales and Scotland) Actively promote secondment and job swap opportunities Social science students involved in the Q-step programme joining GSR on graduation, with enhanced quantitative skills
Leading & communicating	Members are represented on the GSR Board by a departmental Head of Profession Work on case for pan-government procurement strategy for social research commissioned externally New communications strategy agreed	Strengthen the role of Head of Profession within departments, to lead on the delivery of the GSR Strategy Lead on case for a pan-government procurement strategy for social research Deliver the 2015 GSR Communications Strategy

Objective 1: Seeing the bigger picture

Since the last GSR strategy in 2011, we have been through a period of huge change. Some of this has been related to technological and methodological developments. Other change has been societal, economic and organisational. The only thing that is certain for the period of this strategy is that this change will continue, and the pace is likely to increase. Our customers will want high quality evidence to be delivered more quickly. While we need to be able to respond to this, we also need to make the case for longer term evidence generation, where this would be the most cost effective option. This means that as a profession we need to be anticipating developments, so we can respond to them effectively, to ensure we retain and build the professionalism of the GSR membership. In a time of tight budgets, we need to find ways of delivering better, more responsive advice and to be keeping abreast of innovative technologies to improve the service we deliver.

Over the period of this strategy, it will be crucial for the GSR to be engaged in active horizon scanning, so we are able to anticipate new opportunities to make effective contributions. Key to this will be learning from our experiences of being engaged in different workstreams that developed since the previous strategy was launched, such as:

- Use of ethnography and other social research methods to deliver Open Policy Making[7]
- The transparency agenda; opening ourselves up to external scrutiny and challenge
- The development of Data Science skills across Government, to investigate ways of extracting value from data which has a zero or minimal production cost
- Delivery of the Civil Service Reform agenda
- Supporting the behavioural science agenda, to further understand the behaviour, experience and attitudes of individuals

In addition, the GSR Ethics guidance will be updated to refer to new methods of collecting data (e.g. social media), as this is recognised as an area GSR can make a wider – and extremely valuable – contribution to analysis and policy making and provide leadership beyond government. We will also be promoting the development of good quantitative skills in GSR members, so the profession can contribute even more to the data science agenda.

The GSR will also work with others to support government priorities, through departmental and Devolved Administration plans and the cross-cutting Implementation Taskforces.

[7] See the 'Open policy making toolkit: ethnography' for further details.

Objective 2: Delivering results

Delivering with impact in the context of the GSR profession means demonstrating added value to the business of government. GSR members provide a dedicated and expert analytical resource to departments, readily available for quick, responsive advice and with a strong understanding of the policy, operational, and political context. We work with policy and operational colleagues to define problems, helping them to understand what the nature of a problem is, before initiating work to solve it. We are also valued for our interpretive skills, assessing evidence to provide convincing, evidence-based narratives for policy and ministers.

The profession helps to produce value for money; balancing constrained cost against the need for sustainable solutions and high quality interventions. We also assess whether people actually respond to policies in the way they are intended. Importantly, social research methods measure actual impact as well as predicted impact, allowing accurate cost effectiveness assessment. The GSR profession ensures that solutions are viable in the long-term and help prevent short termism in cost-benefit analysis.

More widely, it also means effective cross profession and multi-disciplinary working as well as effective engagement with external stakeholders. This joining up of the analytical dots facilitates efficient evidence gathering for policy development and delivery, so it becomes more than a sum of the parts. This allows the GSR and the wider analytical and policy community to deliver more efficiently, by making best use of collective skills and knowledge.

To promote wider learning and knowledge sharing, we will set up events for senior GSR analysts to engage in more panel discussions with academics, inviting members to attend and contribute. Such sessions will be key in engaging our membership in cross-cutting issues, facilitating networking across our stakeholder groups and promoting the importance of all our members developing their personal impact.

GSR will continue to work within the cross-profession governance structure by actively engaging in meetings and events. Also, with the GESR central team managing the secretariat for the Heads of Analysis Group, the Departmental Directors of Analysis Network and associated analytical and stakeholder groups. In this way, the GSR profession will actively contribute to influencing debate at the highest levels of government and more widely.

Within all of these contexts, the GSR profession will need to be articulate about what the unique and important contribution of social research is and what the interfaces are between it and other analysts. To help promote the value we add, a series of case studies are currently being collated that demonstrate this. These will be promoted to showcase the value GSR members add, and updated regularly throughout the five years of this strategy. These will help in articulating to policy makers what value social research can add to their work, to ensure members are actively engaged throughout the policy development process. But most important will be the quality of the research and advice from individual GSR members and teams working with and across departments each and every day, consistently delivering and demonstrating their value.

Objective 3: Collaborating & partnering

A focus on collaborating and partnering is key to this strategy so that we maintain focus in looking outwards from the GSR to the other professions in government. GSR members work with other professions to provide high-quality evidence and advice to Ministers and decision makers to ensure the best possible understanding and delivery of policy and public services, to meet the needs of citizens and deliver value for money. Working collaboratively at all stages of the policy cycle helps to ensure maximum benefit, impact and efficiency. Working in interdisciplinary teams also helps to develop skills across professional boundaries.

With the new emphasis on the importance of individual members developing their personal impact (as described above), we want GSR analysts to feel confident and empowered when collaborating with others to deliver. We will be putting more emphasis on helping members to articulate what social researchers can offer, so we are building mutually trusting relationships with colleagues.

The GSR profession also draws on external expertise from the academic and broader research community both in the UK and overseas. Members advise on the quality of evidence and the confidence that should be given to it in decision-making. It is crucial we continue to develop mutually beneficial relationships with key external partners. Through these relationships, we can learn from external experts to deliver even better analysis and advice to Government. We can also positively influence academic and commercial research agendas to achieve departmental and government objectives.

One example of a successful collaboration between GSR members and external stakeholders is the ESRC student internship scheme.[8] This provides current ESRC funded PhD students with the opportunity to spend up to three months working with government (and other) researchers, where they can work as part of a team involved with policy or practice development. Host departments benefit from the additional resource provided by students, who help in the production of briefing papers and contribute to the wider policy evidence base. Although internship projects are not exclusively social research ones, many of them are. The GSR profession recognises the value of being involved in this type of scheme and are keen to develop further partnerships such as this.

To ensure we maintain focus and momentum in strengthening our relationships with key external stakeholders, we will ask senior GSR members to be named 'account managers' for specific stakeholders. We will also develop and promote an evidence-base of the benefits of internships and secondments, to demonstrate the value this type of partnering delivers to individuals and organisations.

[8] Further details about the ESRC student internship scheme are available here: http://www.esrc.ac.uk/funding-and-guidance/funding-opportunities/2364/student-internship-scheme.aspx

Objective 4: Building capability for all

Since the launch of the GSR strategy in 2011, a lot has been achieved in this area; for example, the development of CPD logs and the CPD 'offer' by promotion of internal and external training events. Also, in line with the wider Civil Service, through active promotion of five days training a year (as a minimum). To remain relevant in a constantly evolving analytical context, we will ensure members have access to appropriate training and development, to ensure their professional skill set remains fit for purpose.

Over the period of this strategy, building professional capability will not only include ensuring new recruits to the profession are trained in the fundamentals of being a social researcher within government. It will also include training new and existing members up in new methodologies; for example, data analytics methods to analyse new and emerging data sources. This will enable GSR members to continue to work collaboratively with those from other analytical professions in these areas, adding value through our knowledge and interpretation, including of ethics guidance.

The GSR will collaborate with the other analytical professions to open up access to new and existing training opportunities, where this would be of benefit to our members. We will also work with policy makers to ensure they have access to the appropriate training, so they understand the value of social research and analysis and know when and how to access our services.

As well as building the capability of existing GSR members, we will continue to be involved in programmes such as Q-step,[9] to strengthen the quantitative skills of social science graduates. In turn, this will lead to strengthened quantitative skills in the social science graduates recruited to GSR.

It is vital that, throughout their careers, government social researchers take responsibility for improving their skills and knowledge. This can be via a variety of mechanisms, such as attending formal training courses and seminars, shadowing and peer-to-peer learning. To help GSR members make the most of the minimum five days of training per year, a guide will be developed to provide information about the learning products and opportunities available to GSR members, which will articulate how these map to both the GSR competency framework for profession-specific skills and the Civil Service competency framework for generic skills. Although the training needs of individuals will be driven by departmental requirements, we want all members to be fully informed of the full range of training available, so these can stimulate discussions within departments and individuals (fast streamers and others) can take an active role in their training management.

To promote active learning opportunities to our members, we will also actively promote secondment and job swap opportunities, so individuals can gain insights into other departments and teams, develop new skills and widen their professional networks. Pilot plans for such schemes are in development, and will be tested and refined as we move through the period of this strategy, with the aim being that they are mainstreamed towards the end, if there are sufficient benefits realised to our members and departments.

Through the period of this strategy, GSR will also take a much more active role in managing the talent within the profession, to ensure the most talented social researchers have access to the right support,

[9] Q-Step is a £19.5 million programme designed to promote a step-change in quantitative social science training in the UK. Funded by the Nuffield Foundation, ESRC and HEFCE, it was developed as a strategic response to the shortage of quantitatively-skilled social science graduates. For further information see: http://www.nuffieldfoundation.org/q-step

training and guidance to allow them to reach the highest levels within the civil service. This will include encouraging nominations to the pan-Civil Service Future and Senior Leaders Schemes. This is in line with the strengthened role of all Heads of Profession, as mandated in the Civil Service Reform Plan. This is also is in line with the leadership other analytical professions are taking in this area, with oversight from the Heads of Analysis Group. The GSR are in dialogue with the other analytical professions about how profession-specific talent management processes are developing, so GSR can build on best practice in the development of our own profession-specific model. GSR will also continue to develop, support and champion its Fast Stream.

Another way we are developing capability for all is to actively promote GSR groups that support members outside the London area. A Northern GSR (GSRN) hub was set up in 2014 by seven government departments / agencies, to support the 100+ GSR members based in the north of England and to encourage greater cross-departmental working. Over the next five years, we want the GSRN group to grow in strength, to be actively promoting career progression opportunities and to further develop learning and development opportunities.

There are also well established members groups based in Wales and Scotland, doing similar good work to the GSRN group. These groups also act as hubs for academic networking as well as for GSR members. Over the next five years, the GSR Board will be doing more to actively promote and support these groups, so all members – wherever geographically located – feel supported and involved.

It is also crucial for the future success of our profession that we ensure we increase diversity in our membership and that we nurture those from all backgrounds to ensure our leadership cadre of tomorrow is diverse. To quote the Rt Hon Matthew Hancock[10] again:

"The civil service must get better at recruiting from a wider talent pool, and must ensure that the ladder to the top can be climbed by all".

As a profession there is much we can do centrally, through fast stream recruitment. We also have a role to play in informing GSR recruitment, retention and promotion practices within departments to ensure we improve our diversity.

[10] In full: "Making the civil service work for modern Britain", Minister for the Cabinet Office Matt Hancock's May 22 speech to the Institute for Government on civil service reform.

Objective 5: Leading and communication

Effective leadership and communication is at the heart of the GSR profession being able to deliver impact and demonstrate influence. By leadership, we mean people inspiring others, being confident in their own abilities and empowering others to deliver.[11] Effective leadership is also about clear communication, expressing views with clarity, upwards as well as down, and being as direct when challenging others as when delivering good news.

One practical way in which the GSR profession will demonstrate effective leadership is in reviewing the case for a pan-government procurement strategy for social & economic research. If we feel there is a strong case for such a framework, the profession will also take an active leadership role in its development.

Another practical way GSR Heads of Profession will demonstrate effective leadership throughout the period of this strategy is by taking the lead in promoting the strategy within departments and across the analytical community, to deliver and embed wider positive change. The GSR has a good cadre of leaders within departments, but over the five years of this strategy, we want them to develop their leadership roles outwards, to be seen by the entire membership as accessible, inspiring role models. This will be key to ensuring we are motivating and nurturing our future leaders.

Following the agreement of a new communications strategy for the GSR profession in early 2015, work has already started on redesigning the external & internal (members only) GSR websites. These sites will become a hub for practical advice about how to be an effective social researcher within government, showcasing best practice across the breadth of our collective expertise.

Further development will include a GSR blog facility as part of the revamped website, to provide a space for leaders in social research (internal and external) to proactively communicate with our membership, to inspire and inform. We will also develop a GSR social media presence, to facilitate rapid communication of training and recruitment events, as well as key publications, and will proactively engage with other professions across government on events to facilitate communication on areas of shared interest.

The new communications strategy for the GSR profession is not just focussed towards our existing membership. It is outward-focussed, so prospective members, internal and external stakeholders as well as the wider public understand what we do and the value we contribute to government, the economy and society. As well as improving communication within the profession, this will allow us to plug into the key debates in government and externally. This is key, to ensure the GSR community is at the forefront of ongoing and emerging analytical work at a departmental and cross-government level, as well as with our external partners.

[11] See the 2015 Civil Service Leadership Statement.

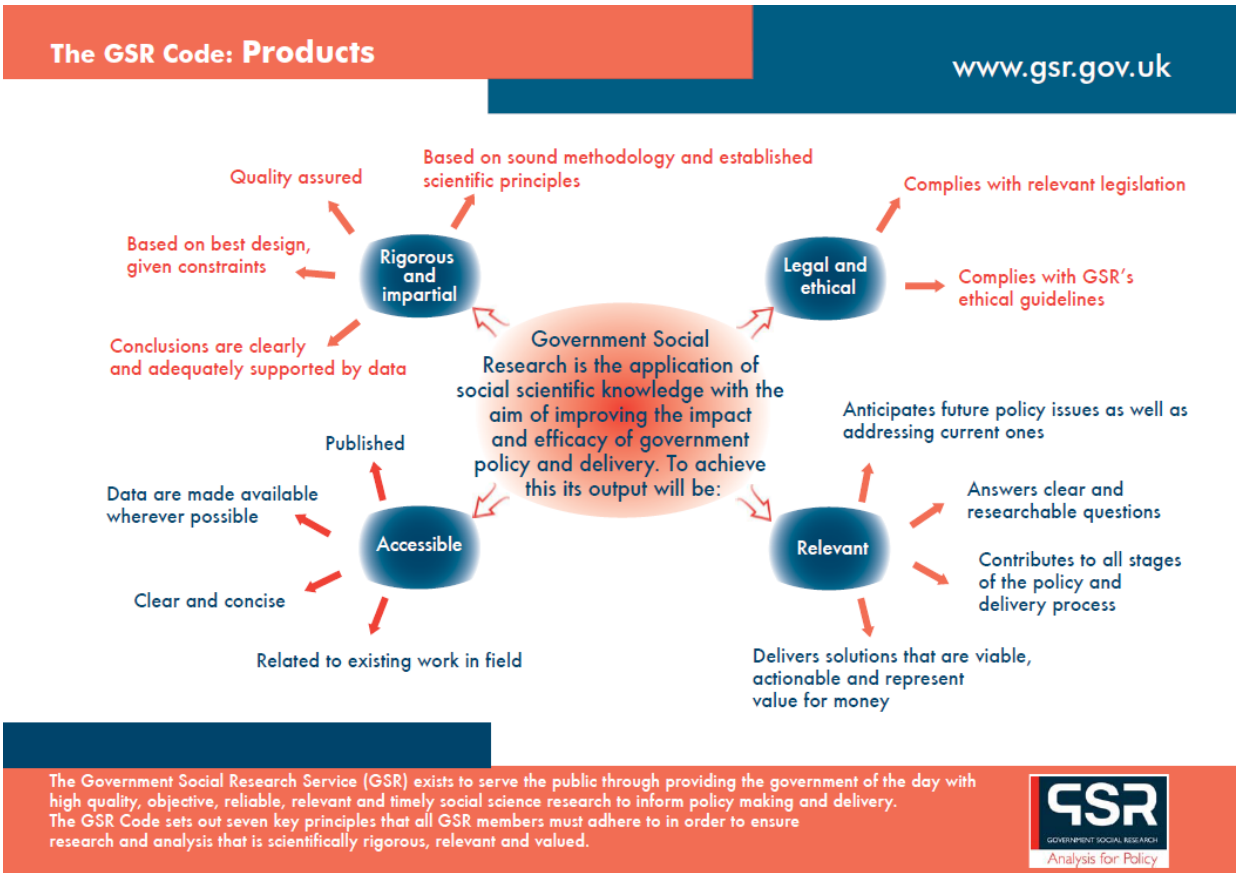
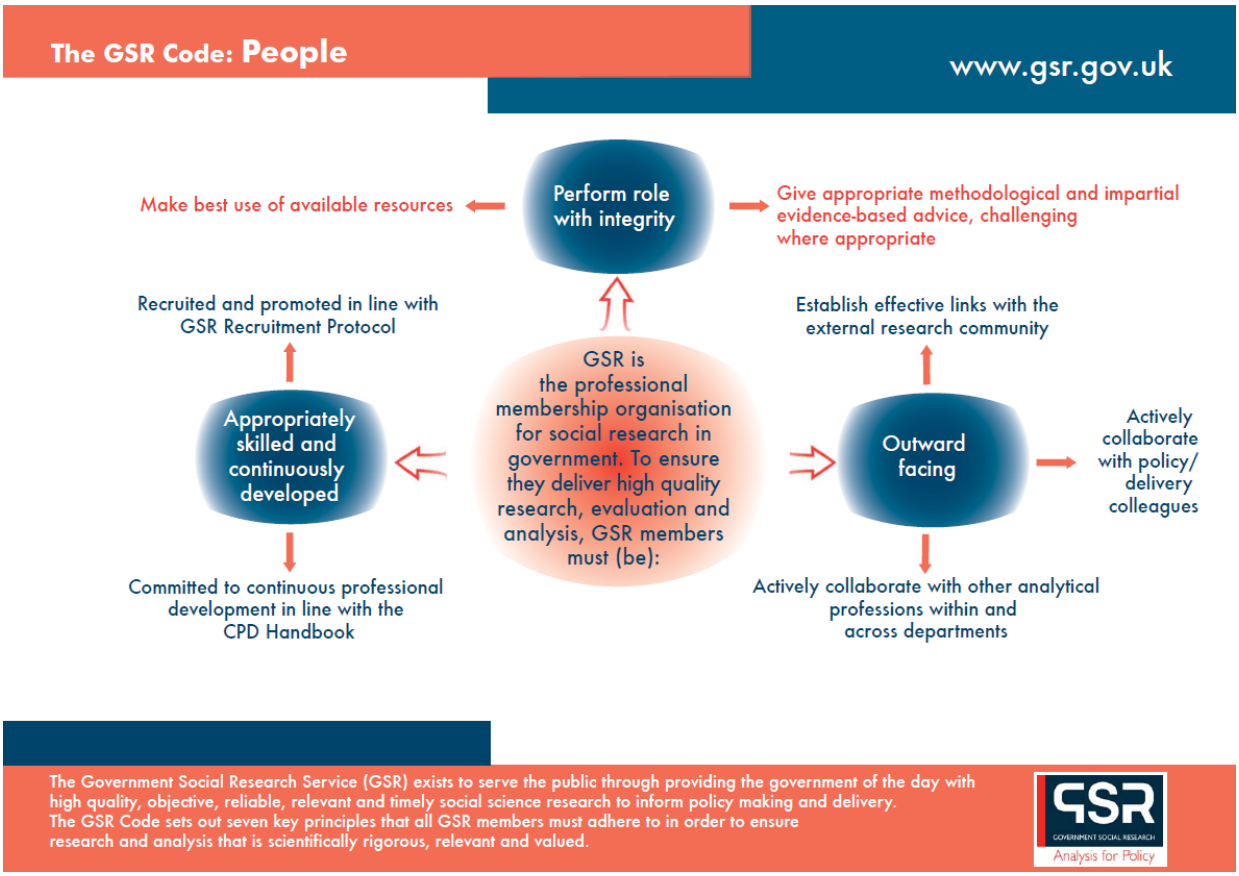
Delivering the strategy

This strategy sets a clear direction for how the GSR profession will develop over the next five years. It sets out the context for our work as well as our priorities and the actions we will take to get there. These are not intended to be an exhaustive list of the activities we will undertake. Rather, they mark the start of the journey. Over the coming months and years, we will continue to review progress, check priorities and celebrate the successful delivery of parts of the plan as these happen.

We will ensure that all those involved in social research across government understand how they can contribute to the collective mission defined within this strategy and by the five key objectives. This will be crucial, since all elements of the profession, including the GESR central team, departments and individual members, will need to work together to deliver this change.

As we move through the five years of this strategy, progress on the actions the profession is taking to meet the five key objectives will be actively reviewed by the GSR Board. This will include actions taken by the central GESR team, the strategy groups that directly support each objective, the Task & Finish and Working Groups set up to look at specific issues and the departmental Heads of Profession working with their GSR members. Monitoring across all of these groups will be coordinated centrally, with quarterly progress reports delivered to the GSR Heads of Profession Board. Progress on specific projects will be fed back to members, through the appropriate communication channels. Yearly progress will be summarised in the Annual GESR Report.

Annex A: A summary of the GSR Code in relation to products



Annex B: A summary of the GSR Code in relation to people