Garda Representative Association (GRA)

Diversity and Inclusion Strategy

2024 to 2027
(3-year Strategy)

Contents

Strategy Statement:
Creating a Diverse and Inclusive environment at GRA

Purpose

To articulate the Diversity & Inclusion strategy for the GRA and to recognise the value of creating an environment where every GRA staff member, Representative and member has fair and equal access to support and resource. The objective of the Diversity and Inclusion strategy is to provide systematic, effective and efficient way for managing D&I activities, tracking, and reporting and to ensure it is consistent with the Mission, Vision and Values of the GRA.

Our Vision

As the only permissible members' organisation for members of the Force of Garda Rank, the Association's vision is of a "world-class police service enabled by dignity and fairness for our members. We believe that to maintain public safety and security and support social cohesion; our members should be part of a well-equipped, well-trained organisation, visible in the community and representative of the diversity of Irish society"

The GRA's D&I Strategy recognises the external influences on our members of the D&I positioning statements of An Garda Síochána and therefore takes account of the Outcomes and Priorities of the AGS Strategy Statement 2022-24 where these have a D&I focus. Specifically:

| An Garda Síochána values being a **people focused organisation** |

Outcomes

Recruit	Develop	Empower	Retain
An Garda Síochána is an employer of choice, reflecting the diversity of Irish society.	Garda personnel have the appropriate training, information and supports they need to succeed in their role.	A transparent and responsible police service citizens trust and value, with employees empowered to make a difference.	Garda personnel feel safe and supported in their working environment, with wellbeing and balance at the forefront.

Priorities

Enhance a workplace culture that includes, supports and values all personnel.

Foster and embrace diversity whilst attracting and recruiting personnel into the organisation.

Develop a forward-looking people strategy, supporting and adapting to shifts in ways of working.

Develop enhanced and more efficient ways of enabling learning, development and information-sharing throughout the organisation.

Adopt and implement initiatives to support health and wellbeing and employee engagement across the organisation.

Foster a culture of empowerment and trust, rooted in **integrity and the protection of Human Rights**

Outcomes

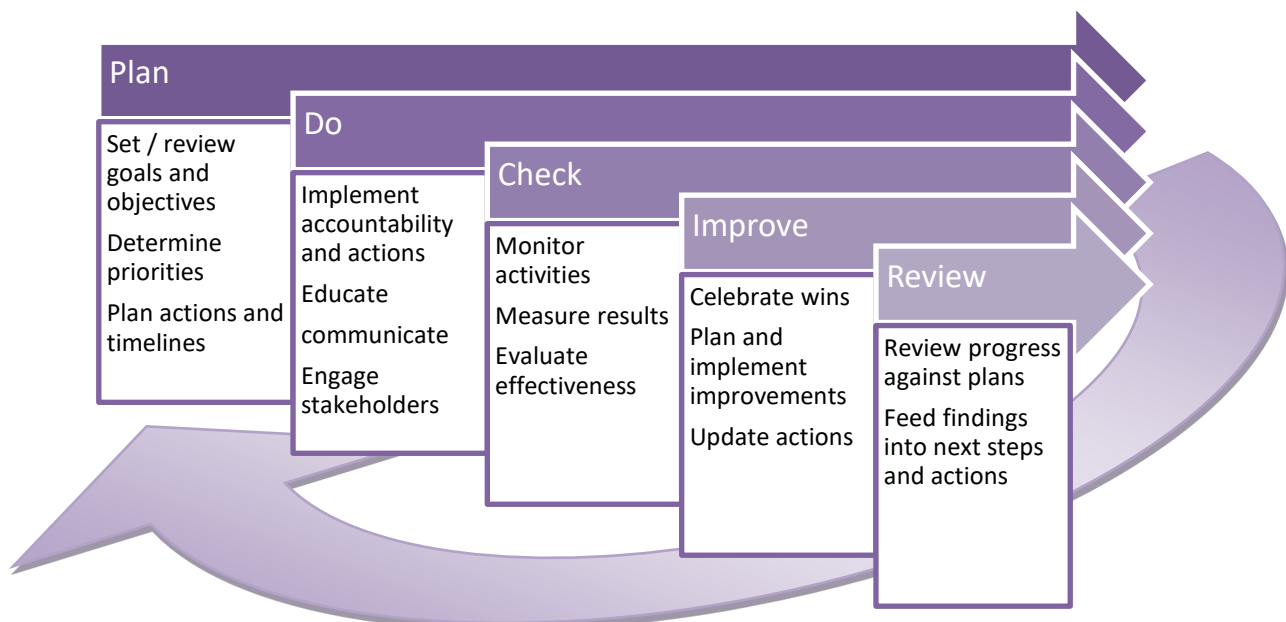| **Ethics**	**Decision Making**	**Structure**
A trusted, reputable and ethical organisation, with our Code of Ethics and protection of Human Rights at the core of what we do.	Optimal outcomes delivered through empowered, agile and ethical decision-making.	Personnel empowered to deliver an effective service through clearly defined roles, responsibilities and supports.

Priorities

Promote and champion An Garda Síochána values within and outside of the organisation, having cognisance to our obligations under Section 42 of the Irish Human Rights and Equality Commission Act 2014.

Empower our personnel, providing them with effective processes, appropriate tools, and placing the Code of Ethics and human rights at the core of their decision making.

More efficient and effective processes to support management and front line operations in providing a consistent and effective service, recognising the significant financial investment in An Garda Síochána.

How

The content of this strategy has been informed by input from GRA Reps and members of the GRA, through a diagnostic survey and review of the GRAs Constitution and Roles in relation to its diversity and inclusion content. The results will be used to implement an improvement cycle as follows:

Plan
- Set / review goals and objectives
- Determine priorities
- Plan actions and timelines

Do
- Implement accountability and actions
- Educate communicate
- Engage stakeholders

Check
- Monitor activities
- Measure results
- Evaluate effectiveness

Improve
- Celebrate wins
- Plan and implement improvements
- Update actions

Review
- Review progress against plans
- Feed findings into next steps and actions

Key findings from the Surveys

Two surveys were conducted as part of the process of developing this Strategy. These were:

1. **Diversity and Inclusion Survey**
   - Open from 25th September to 16th October 2023
   - All GRA members invited to participate.
   - A total of 835 responses were received.
   - 18 D&I-related and 9 'About you' demographic questions were asked.
   - Respondents were also asked whether they were a GRA Rep or not, and to select their Division.

2. **Follow up Equality Diversity and inclusion survey for GRA reps only**
   - Open from 25th to 31st October 2023
   - Approximately 400 GRA Representatives invited to participate.
   - A total of 118 responses were received.
   - 4 D&I-related questions were asked, along with an additional question focussing on the resources respondents felt they needed to carry out their GRA Representative role.

To aid context the full results from both surveys are provided in Appendix 2,

The aim of the surveys was to understand the perspectives and lived experiences of GRA members and Representatives in terms of Diversity & Inclusion in order to identify themes that should be reflected in GRAs 3-year D&I Strategy.

Several strands were explored through the two Surveys, which were:

- ***Communications***

  Many of the questions received quite a high 'neutral' response, such as 'neither agree or disagree' or 'I don't know', suggesting that the GRA needs to do more to share its messages and approaches to D&I across the membership.

  32.9% neither agreed or disagreed when asked if they were aware of the things the GRA is doing to make sure everyone knows how important Diversity is to them.

  44.7% responded in the same way when asked how good they felt GRA was at asking them what they thought about the services it provides

  When asked how frequently they contact their GRA representatives, only around a quarter (24.2%) responded 'quite' or 'frequently'. 21.4% said 'not at all'. The largest single response to this question was "Infrequently, around once every one or two years" (29.2%)

- *Inclusive Behaviours*

  Positively, 69.6% of respondents agreed that the elected representatives of the GRA accept people whatever their background. This appears to be supported by responses to the GRA Representatives survey, where 75.4% agreed or strongly agreed that members from diverse communities feel confident that the GRA Reps would listen to any concerns they have.

  However, the 'agree' responses drop to 43.2% when asked if the GRA is working hard to make sure that people from different backgrounds feel included. 45.2% neither agreed or disagreed with this statement.

  GRA Reps were strongly positive (88.1%) when asked if they work hard to make sure that people from different backgrounds feel included, suggesting a disconnect between GRA Reps activities and members' perceptions.

  Of the 298 people who responded to the supplementary question "which groups do you think the association could do more to include", 39.3% said 'women', 22.2% said 'people of different races, ethnicity or nationality' and 20.1% said 'people of different ages'.

  Although a relatively small number compared to total number of responses, 45 people agreed or strongly agreed that they had been treated differently by the GRA due to their gender, 41 due to family status and 39 due to age. Around a third of respondents neither agreed or disagreed that they had been treated differently against each of the 9 Grounds, suggesting that more proactive inclusive behaviours are needed.

  There is a direct correlation between the proximity of a GRA Representative/Officer to members and the degree to which those groups demonstrate to members how seriously they take diversity and inclusion. A much higher percentage agreed that this was the case when referencing District Representatives (57.2%) compared to Divisional Reps (53.2%), CEC Reps (46%) and GRA HQ staff (32.9%). It is worth noting that the majority of the remaining responses were neutral (I don't know – 30% to 55.7%) rather than negative (No – 11.2% to 12.9%).

- *Culture*

  A significant proportion of respondents agreed that they felt respected by the elected representatives of the GRA (62.2%), listened to by them (53.8%) and could trust them (54.3%). Around a fifth neither agreed or disagreed with each these statements.

  25.2% did not agree that they felt listened to, 22.4% did not trust the elected representatives of the GRA and 15.7% did not feel respected by them.

  The majority of GRA Reps (84.7%) agreed that they demonstrate to members that

the GRA takes EDI seriously in the way GRA Reps behave and the things the say

- ***Understanding of Diversity***

  Similar to the question regarding different groups within GRA taking diversity & inclusion seriously, there is a direct correlation between the proximity of a GRA Representative/Officer to members and the degree to which those groups understand members' wants and needs.

  56.8% felt that District Reps understood their needs, 52.5% said the same of Divisional Reps and 44.6% of CEC Reps. Only 29.1% said this was the case when it comes to GRA HQ Staff.

  When reviewing responses to the GRA Reps survey, 17.8% said 'yes, completely' in response to the question on whether they felt that they fully understand the wants and needs of members from all backgrounds. A further 52.5% responded 'yes, to some extent' to this question. 16.1% felt that the would need more information to be confident.

  When asked if they felt that the GRA is aware of issues relate to them, members were split almost equally between positive (42.6% - yes/I think so) and negative (41.1% - no/I don't think so) responses.

  In response to the supplementary question (do you feel that the GRA addresses these issues), 56% were positive and 26.7% were negative, with 17.3% being unsure

  50.4% of those responding to the GRA Reps survey identified the need for training on EDI topics to undertake their role as a GRA Rep. 32.7% felt that they need information to build personal knowledge about D&I and 16.8% indicated a need for materials to share with members.

- ***Contact with the GRA***

  As indicated within the 'Communications' section, 21.4% of respondents to the main survey indicated that they had not had any contact with their GRA Rep at all with their GRA Representatives. Only 17.1% have had cause to call the GRA Head Office for any reason in the last 12 months.

  In response to the follow up question, whether they received the information and/or support they needed, 53.3% said 'no'.

- ***Commitment to the GRA***

  41.3% of respondents said they have considered putting themselves forward as an elected member of the GRA. When asked why they responded 'no', 240 responses were given. They reasons cited include; other commitments/responsibilities, insufficient time and that it is a closed shop/boys club.

Strategic Themes

The consultation and review activities have determined that there are XX key themes that GRA needs to address as part of its Diversity and Inclusion journey moving forward. These are:

1. Diversity & Inclusion Vision and Strategy
2. Inclusive Behaviours
3. Communications
4. Learning and Education
5. Assessment, Measurement and Research

A number of measurable objectives have been identified against each theme, and these are provided in the next section.

Measurable Objectives

1. Diversity & Inclusion Vision and Strategy

Develop a strong rationale for D&I vision and strategy and align it to the GRA Objectives

Measurable Objectives

1.1. D&I is embedded in the values, culture and processes of the GRA
1.2. D&I is integrated into annual reporting
1.3. There is an effective D&I Steering Group / Committee in place, which is led by a CEC member.

2. Inclusive Behaviours

Introduce and promote behaviours across the membership that are inclusive of all

Measurable Objectives

2.1. Inclusive language is used at all times across GRA activities
2.2. Consultation activities are carried out across the GRA membership to identify members' wants and needs
2.3. GRA Officers and Reps role model inclusive behaviours in all communications with members.

3. Communications

Ensure D&I communications are frequent and ongoing

Measurable Objectives

3.1. GRA's commitment to D&I at all levels is clear and strong
3.2. Diversity within GRA and among its members is celebrated throughout its communications
3.3. D&I is represented in all communications
3.4. GRA Officers, Reps, members and An Garda Síochána are aware of the contents

of the Diversity & Inclusion Strategy

4. Learning and Education

Educate GRA staff, reps and members to ensure a consistently high level of understanding of D&I

Measurable Objectives

    4.1. Our staff and Reps are consciously competent about D&I

    4.2. Our members are consciously competent about D&I

    4.3. All those involved with GRA activities, staff, Reps and members, have the tools to ensure Dignity and Respect sit at the core of behaviours

    4.4. D&I are embedded into all aspects of learning and education

5. Assessment, Measurement and Research

Ensure D&I actions and decisions made are based on internal and external research

Measurable Objectives

    5.1. Measurements are multi-dimensional

    5.2. Information on all aspects of D&I is gathered and evaluated

    5.3. There are clear D&I reporting structures in place

    5.4. Progress against the D&I Strategy is publicised

In order to deliver on these objectives, specific tasks and actions have been identified and a Strategic Implementation Plan is in place to progress and monitor achievements.

Appendix 1: Strategy Implementation Plan

Please note: The reference numbering used in this Implementation Plan links to the specific Measurable Objectives under the Strategic Themes included in the GRA Diversity & Inclusion Strategy 2024-2027

	Task	Resources	By who	By when	RAG
1.1	Review the key messages communicated through the website to reflect commitment to D&I and the benefits to members, including: • About Us • 'Mission' statement • 'Vision' statement • 'Values' statement				🟥
	Develop and communicate a clear understanding of the rationale for D&I, which • facilitates the development of measurements to track progress • provides clarity on the benefits of diversity and inclusion for members • clarifies roles and responsibilities around D&I				
	Complete a detailed review of key documentation to ensure consideration of D&I is evident. This could include as a minimum: • Recruitment, selection & retention policy • Disciplinary/grievance • Dignity at work / anti-bullying and harassment				

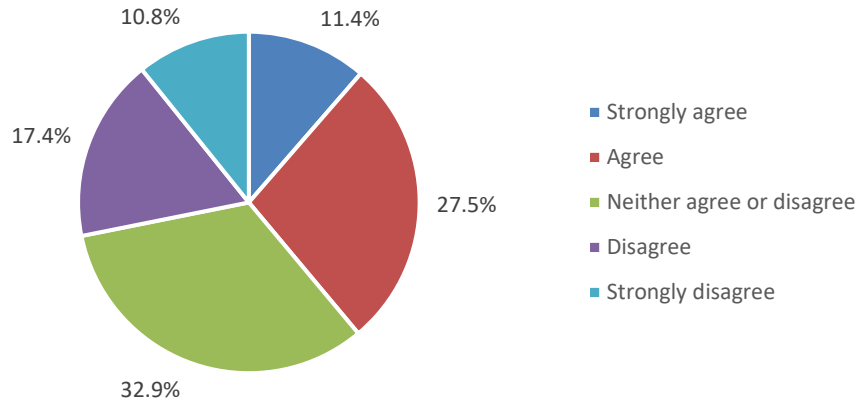|	Task	Resources	By who	By when	RAG
1.2	Include a standard entry in the Annual Report that communicates: Progress against the GRA's D&I strategy and goals • Update on the D&I activities completed • Measurable impact of initiatives against the 9 Grounds of discrimination				
	Add a D&I page to the website, which provides further detail and statistics to support the content of the Annual Report				
1.3	Prepare D&I Steering Group: • terms of reference • roles & responsibilities • meetings cycle • membership structure • communication methodologies				
	Communicate remit of the D&I Steering Group to all staff, GRA Reps and members and invite them to volunteer to take part				
	Where volunteer numbers exceed required membership numbers, undertake an application / shortlisting / recruitment process, with a 'reserve' list identified				
2.1	Review all materials to ensure that the language used is inclusive and reflective of all (e.g. using gender neutral pronouns)				
	Appropriate and inappropriate terminology are defined and shared with GRA Officers, Reps and members				
2.2	Undertake annual survey of members to identify their diverse information and support needs				
	Communicate findings to all members and actions that will be taken in response				
	Prepare action plan to ensure actions are delivered				
2.3	GRA Officers and Reps undertake Inclusive Language training				
	All communications with members are reviewed to ensure that they are inclusive of all.				
3.1	Create a strong message from the General Secretary, in different formats (written, video etc), covering: • what D&I means to them • why it's essential to the success of GRA				

	Task	Resources	By who	By when	RAG
	(for both GRA Reps and Members).				
	Create internal videos/articles of GRA Officers and GRA Reps • reflecting on the strategy and plans • why D&I is important to them personally.				
3.2	Develop a series of 'case studies', using individual stories of members and GRA Reps focusing on an aspect of D&I to show that the GRA supports everyone.				
	Develop a D&I calendar of events that includes key dates in terms of: • Religious holidays • International 'Days' • Cultural celebrations				
	Create a D&I newsletter (quarterly) that could include topics such as (but not limited to): • Developments in D&I • Research information • Statistics on GRA's development • Activities of GRA Reps • Links to informative and relevant articles				
3.3	Review content of GRA literature and online presence to ensure that it includes a range of diverse images and profiles				
	Build partnerships with a range of neuro-diverse representative organisations to ensure that the GRA is accessible to all				
	Complete a website review for accessibility and meets the industry standard (e.g. WCAG 2.0)				
3.4	Formally launch the D&I Strategy to GRA Officers, GRA Reps and members. Create and implement: • specific D&I messages • a clear communication plan				
	Communicate the final strategy and next steps to those who completed the surveys and ask how they would like to be involved in the future.				
	Ensure specific actions coming from the new strategy are communicated across the GRA: • reemphasise the members' benefits,				

	Task	Resources	By who	By when	RAG
	• allow for comments/feedback • ensure GRA employees, Reps and members see this as two-way communication and not a one-sided download.				
4.1	Develop a framework that provides GRA Officers and Reps with the tools to support members fairly				RED
4.2	Identify materials and information to support members' understanding of key legislation and behaviours around D&I				AMBER
4.3	Introduce training for GRA officers and Reps on Unconscious Bias and ensure that it addresses micro-incivilities				
	Develop bullying / harassment-related policies to support inclusive behaviours throughout GRA: • focus on Dignity and Respect • develop a framework for dealing with inappropriate behaviour • 'in the moment' • In the long-term				RED
4.4	Introduce a dedicated intranet site that includes: • up-to-date personal stories • links to events • links to communications				
5.1	Identify methods to gather information to inform measurements that represent: • attitudes • opinions • culture • qualitative • quantitative				AMBER
	Communicated the data gathering methods to be used to all GRA Reps and members so that there is clear understanding about how these will inform: • Support frameworks • Members' schemes • Content of Member Information				

	Task	Resources	By who	By when	RAG
5.2	Undertake consultation with members to identify appropriate methods to gather D&I feedback, such as • 360-degree feedback, • focus groups • opinion/engagement surveys. • Suggestions boxes				
	Create a matrix of data gathering against the 9 Grounds to ensure that all aspects are represented				
5.3	Develop a D&I dashboard that will monitor and track progress against this strategy.				
	Identify utilise existing data where this has been gathered and seek to collect new data through the members' records.				
5.4	Incorporate progress reports into District, Divisional and Central Executive Committee meetings and Annual Conference to include: • What is working well • What still needs improvement • Changing priorities • Seeking support for next steps				

Appendix 2: Members' Survey Results

Q2. I am aware of the things the GRA is doing to make sure everyone knows how important Diversity is to them

10.8%
11.4%
27.5%
17.4%
32.9%

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

Q3. The elected representatives of the GRA accept people whatever their background

3.5% 2.8%
31.5%
24.2%
38.1%

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

Q4. The GRA is working hard to make sure that people from different backgrounds feel included.

3.6%
8.0%
13.9%
45.2%
29.3%
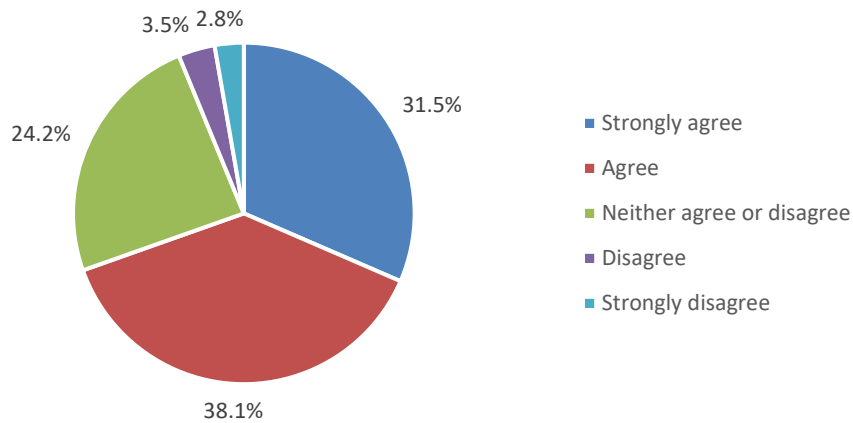
- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree
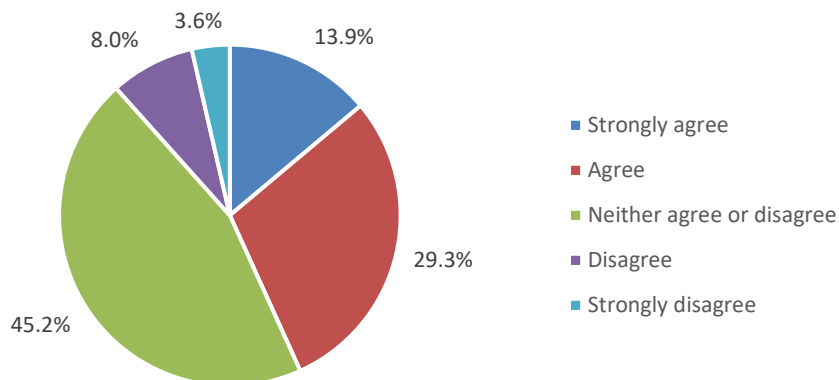
Q5. (if disagree or strongly disagree with above) Which groups do you think the association could do more to include?

Group	Percentage
Other (please specify)	14.4%
Members of the traveller community	14.4%
People of different races, ethnicity or nationality	22.2%
Disabled people	14.1%
People of different ages	20.1%
People with different religious beliefs	16.4%
People who are LGBTQ+	17.5%
People with caring responsibilities	18.8%
People who are married or in a civil partnership	11.1%
Women	39.3%
Men	15.1%
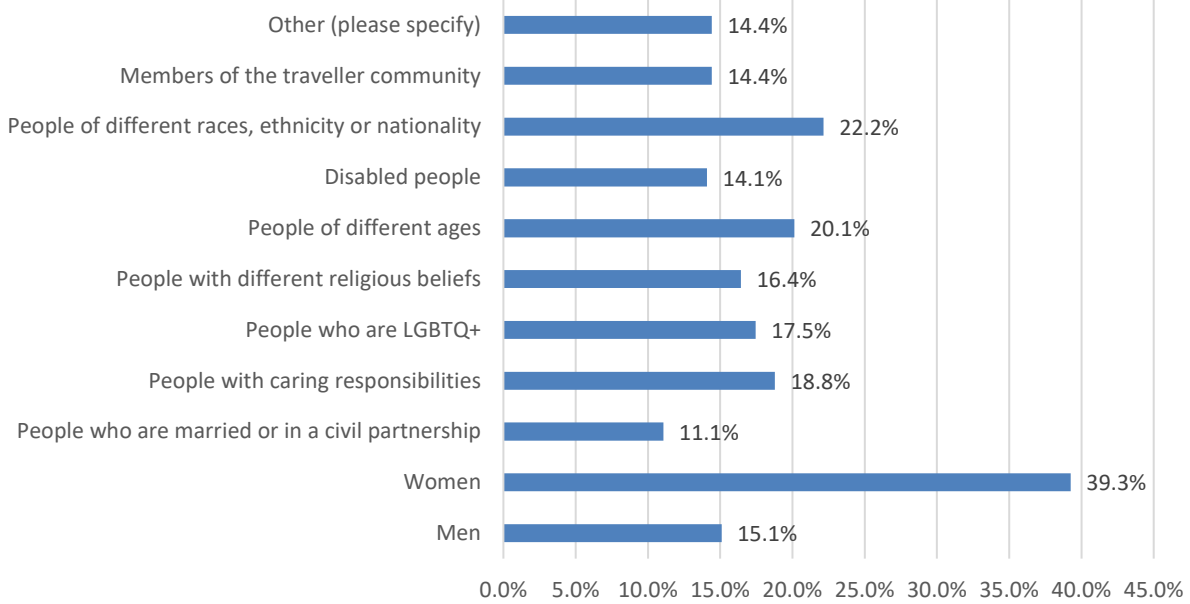
Q6. In your experience, in the last 12 months have you been treated differently by the GRA because of the 9 grounds:

Ground	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Other	1.1%	1.5%	32.5%	19.7%	45.2%
Member of the traveller community	1.0%	0.4%	31.1%	19.6%	48.0%
Race	0.9%	0.6%	28.6%	21.1%	48.8%
Disability	1.1%	1.5%	29.6%	20.3%	47.5%
Age	1.7%	3.0%	27.2%	21.2%	46.8%
Religious belief	0.7%	1.3%	28.0%	21.4%	48.6%
Sexual orientation	1.0%	1.5%	27.7%	21.6%	48.3%
Family status	1.1%	3.9%	26.2%	21.8%	47.0%
Marital Status	0.7%	1.8%	27.7%	22.0%	47.8%
Gender	1.8%	3.6%	26.2%	20.7%	47.7%

Legend: ■ Strongly agree ■ Agree ■ Neither agree or disagree ■ Disagree ■ Strongly disagree

Q7. How much do you agree with the following

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
I feel that I can trust the elected representatives of the GRA	20.0%	34.3%	23.4%	12.9%	9.5%
I feel listened to by the elected representatives of the GRA	19.0%	34.8%	21.0%	15.0%	10.2%
I feel respected by the elected representatives of the GRA	24.7%	37.5%	22.2%	9.8%	5.9%

Legend: ■ Strongly agree ■ Agree ■ Neither agree or disagree ■ Disagree ■ Strongly disagree

Q9. In the context of Diversity and Inclusion do you feel that the people representing you in the GRA fully understand your wants and needs?

	Yes	No	I don't know
I don't feel that my wants and needs are understood by the GRA	24.0%	41.5%	34.5%
The GRA HQ staff do	29.1%	19.2%	51.7%
My CEC Representative does	44.6%	17.6%	37.8%
My Divisional Representative does	52.5%	16.9%	30.5%
My District Representative does	56.8%	16.6%	26.6%

Legend: ■ Yes ■ No ■ I don't know

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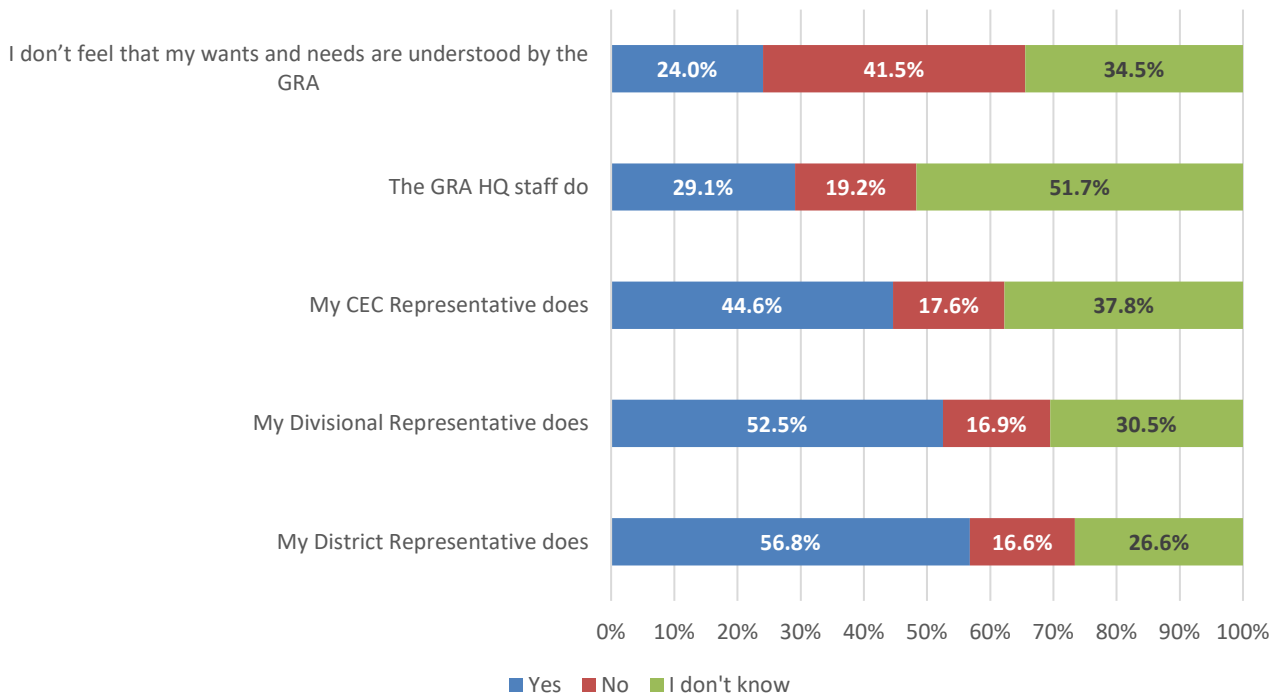
Q10. In the context of Diversity and Inclusion how good is the GRA at asking you what you think about the services it provides?

10.5%   10.4%

17.0%   17.5%

- Very good
- Good
- Neither good or bad
- Bad
- Very Bad

44.7%
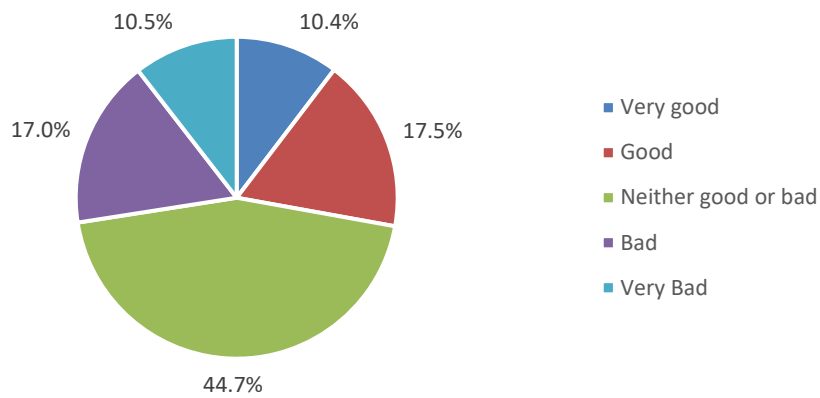
Q11. In the context of Diversity and Inclusion do you feel the GRA is aware of issues that relate to you?

15.4%   15.6%

16.6%

- Yes
- I think so
- I don't think so
- No
- I don't know

27.0%

25.5%
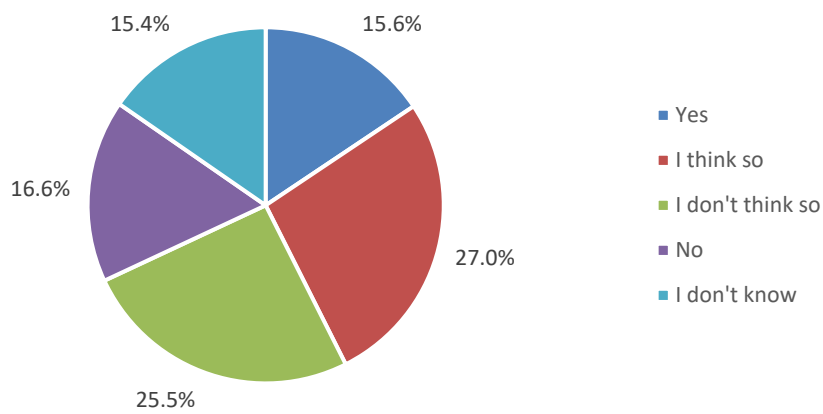
Q12. If you said yes or I think so to the previous question, do you feel that the GRA addresses these issues?

17.3%   26.1%

10.5%

- Yes
- I think so
- I don't think so
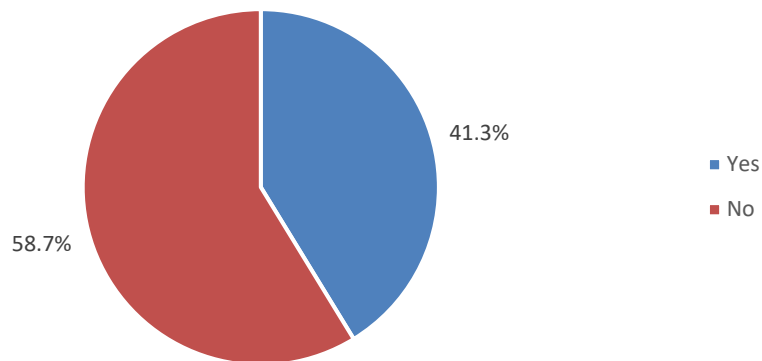- No
- I don't know

16.2%

29.9%
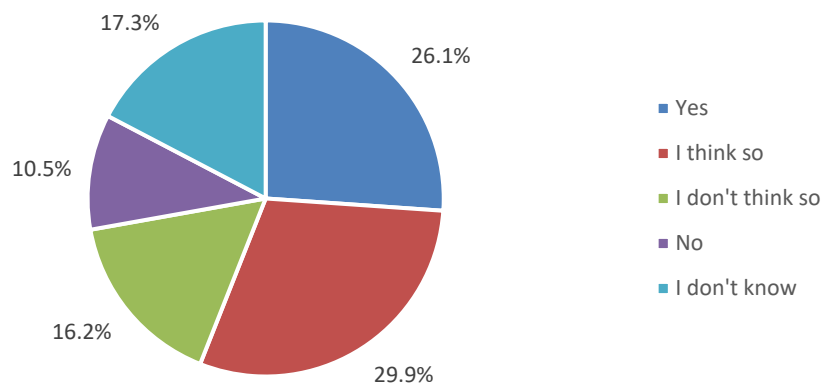
Q13. Do you believe the following groups in the association show that they take Equality Diversity and Inclusion seriously in the way they behave and the things they say?

Group	Yes	No	I don't know
GRA HQ staff	32.9%	11.4%	55.7%
CEC Representatives	46.0%	12.5%	41.4%
Divisional Representatives	53.2%	11.2%	35.6%
District Representatives	57.2%	12.9%	30.0%

Legend: ■ Yes ■ No ■ I don't know
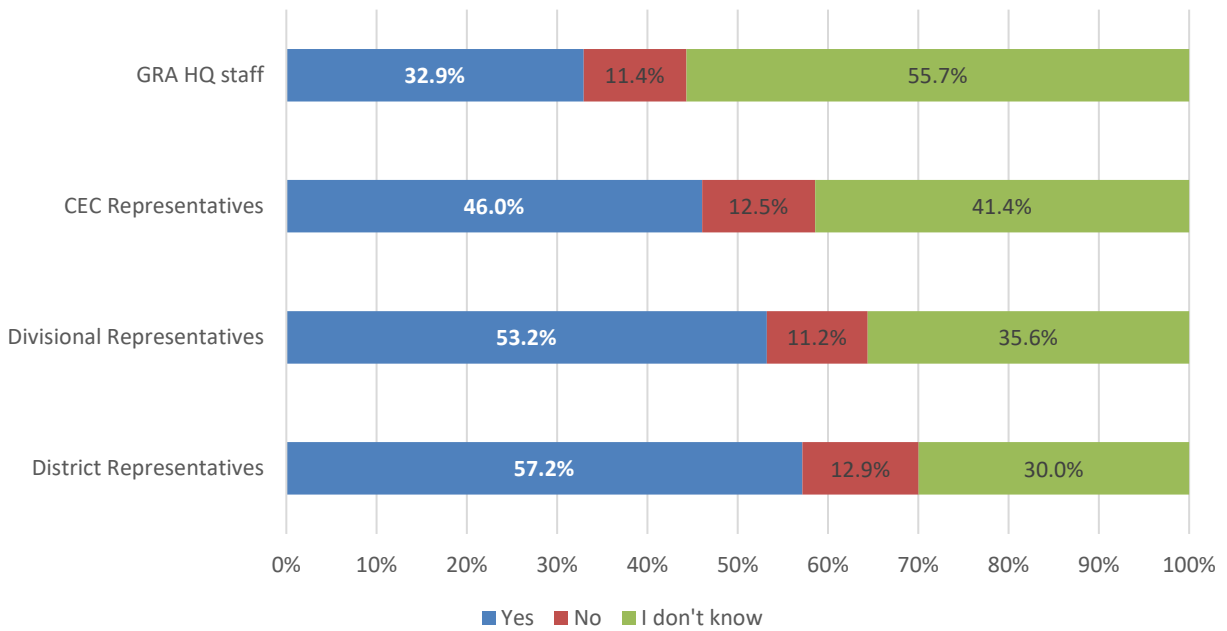
Q15. How frequently would you say you contact your GRA representative?

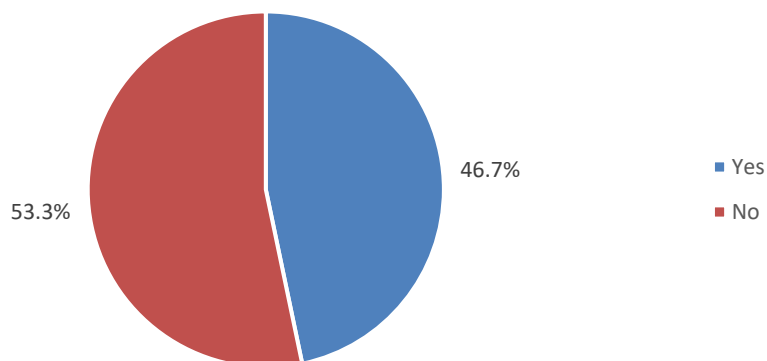| Response	Percentage
Other (please specify)	2.9%
Not at all	21.4%
Infrequently, around once every one or two years	29.2%
Not very often, around two or three times a year	22.3%
Quite regularly, around once every two months	11.4%
Fairly regularly, at least two or three times per month	12.8%
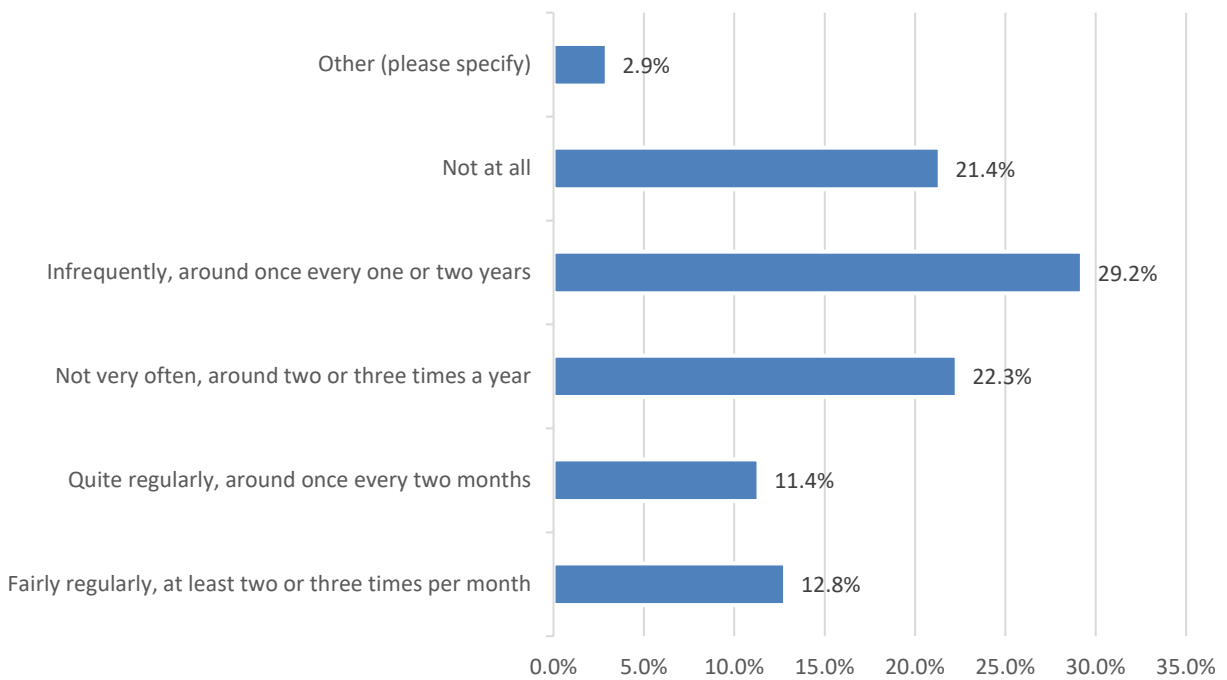
Q16. Have you ever considered putting yourself forward as an elected member of the GRA?
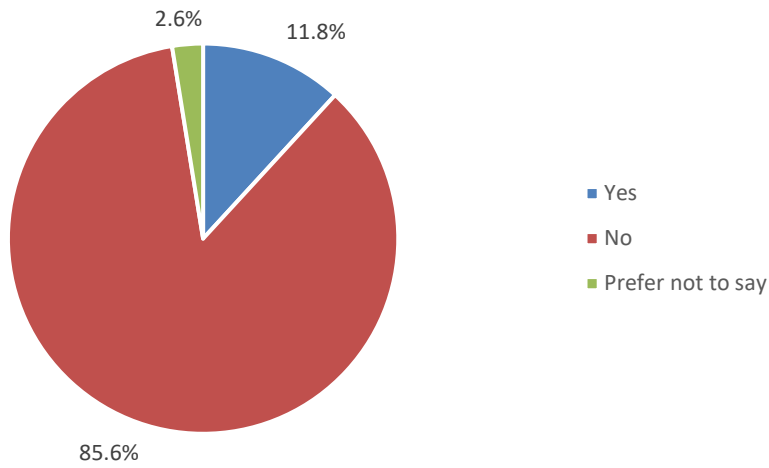

41.3% Yes
58.7% No

Q18. Have you had cause to call the GRA Head Office for any reason in the last 12 months?

17.1% Yes
82.9% No
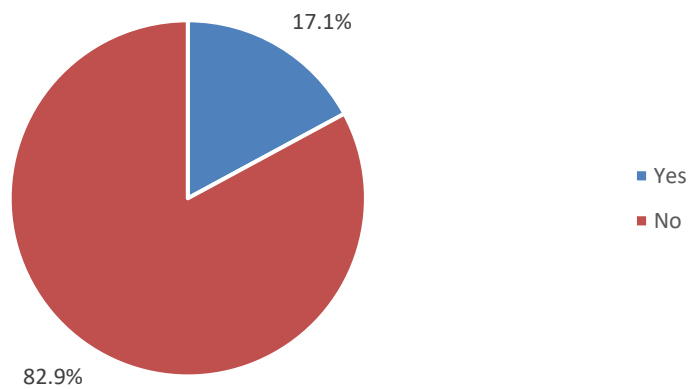
Q19. If yes, did you receive the information and/or support you needed from the person you spoke with?

46.7% Yes
53.3% No

Q20. Are you an elected representative of the GRA?

- 2.6%
- 11.8%
- 85.6%

Legend:
- Yes
- No
- Prefer not to say

Q21. What is your age?

Age	Percentage
Prefer not to say	2.6%
50-61	17.5%
40-49	49.7%
30-39	26.4%
20-29	3.9%
under 20	0.0%
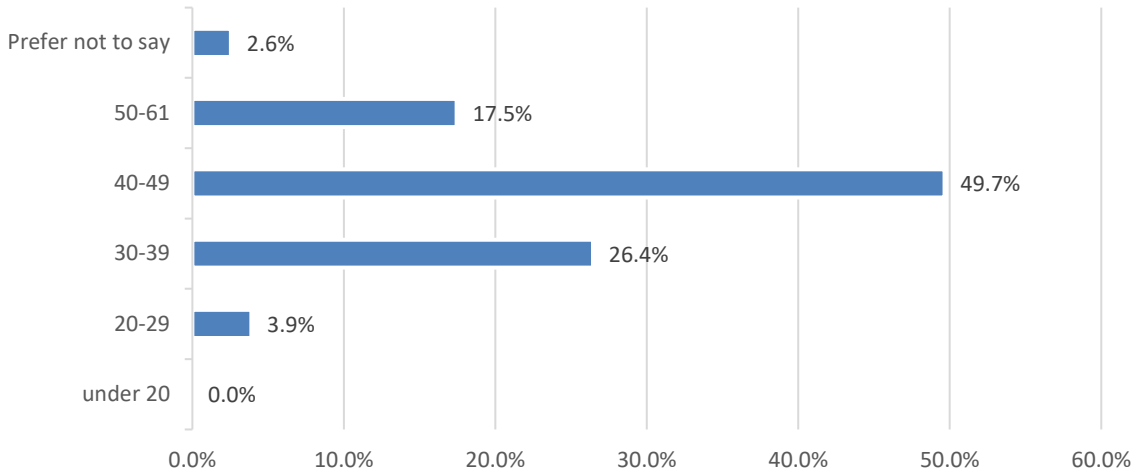
Q22. Do you currently have, or have you previously had, a longstanding physical or mental health condition or disability?

- 4.6%
- 19.2%
- 76.2%

Legend:
- Yes
- No
- Prefer not to say

Q23. How would you describe your sexual orientation?

Response	Percentage
Other / I prefer to use my own term	1.1%
Prefer not to say	6.0%
Lesbian	1.6%
Heterosexual	87.1%
Gay	1.8%
Bisexual	2.5%

Q24. What are your religious beliefs?

Response	Percentage
Prefer not to say	5.5%
Any other religion	1.0%
Sikh	0.1%
Roman Catholic	73.1%
Presbyterian	0.3%
Other Christian	1.1%
No religion	17.4%
Muslim (Islam)	0.1%
Jewish	0.0%
Hindu	0.0%
Church of Ireland, England, Anglican, Episcopalian	1.1%
Buddhist	0.1%
Apostolic or Pentecostal	0.1%

Q25. What is your ethnic group?

Ethnic group	Percentage
Prefer not to say	2.6%
Other including mixed background	0.3%
White Other	0.3%
White Irish Traveller	0.3%
White Irish	93.0%
White European	2.7%
Black or Black Irish - Any other black background	0.0%
Black or Black Irish - African	0.0%
Black or Black Irish	0.3%
Asian or Asian Irish - Any other Asian background	0.4%
Asian or Asian Irish - Chinese	0.3%

Q26. Gender: Which of the following describes how you think of yourself?

Response	Percentage
Other / I prefer to use my own term	0.3%
Prefer not to say	2.4%
Non-binary	0.3%
Male	66.8%
Female	30.2%
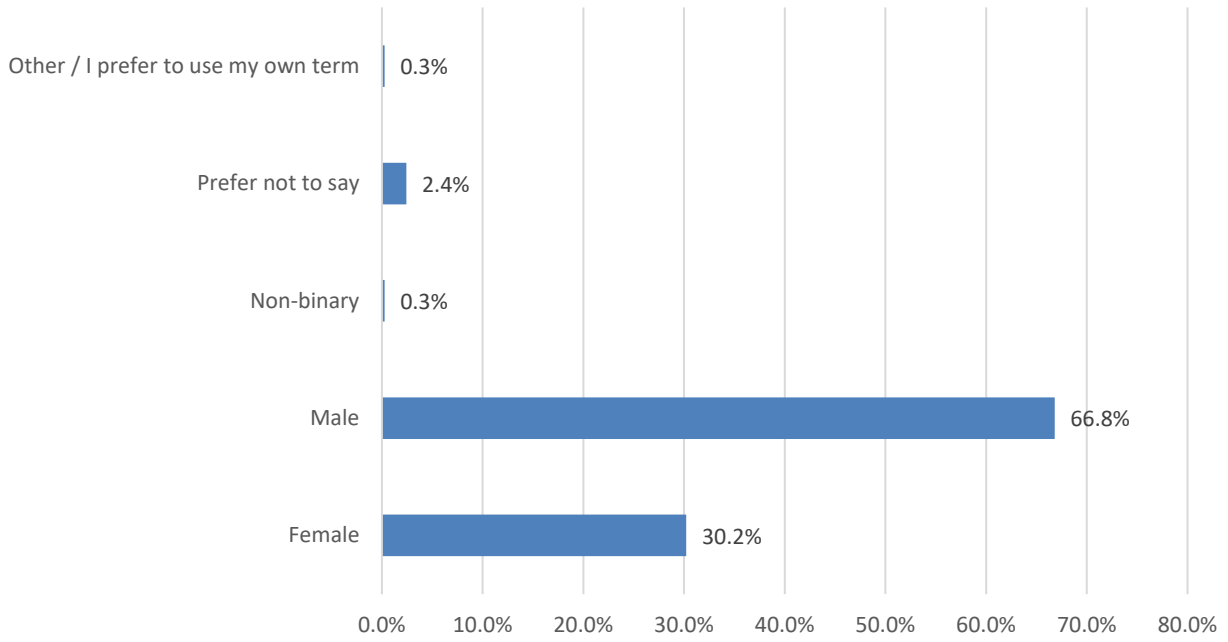
Q27. Is your gender identity the same as the gender you were assigned at birth?

Response	Percentage
Prefer not to say	1.8%
No	0.4%
Yes	97.8%

Q28. What is your martial status?

Marital Status	Percentage
Prefer not to say	4.2%
Civil partnership	1.1%
Separated	2.0%
Divorced	3.0%
Widowed	0.3%
Married or domestic partnership	75.4%
Single, never married	14.1%
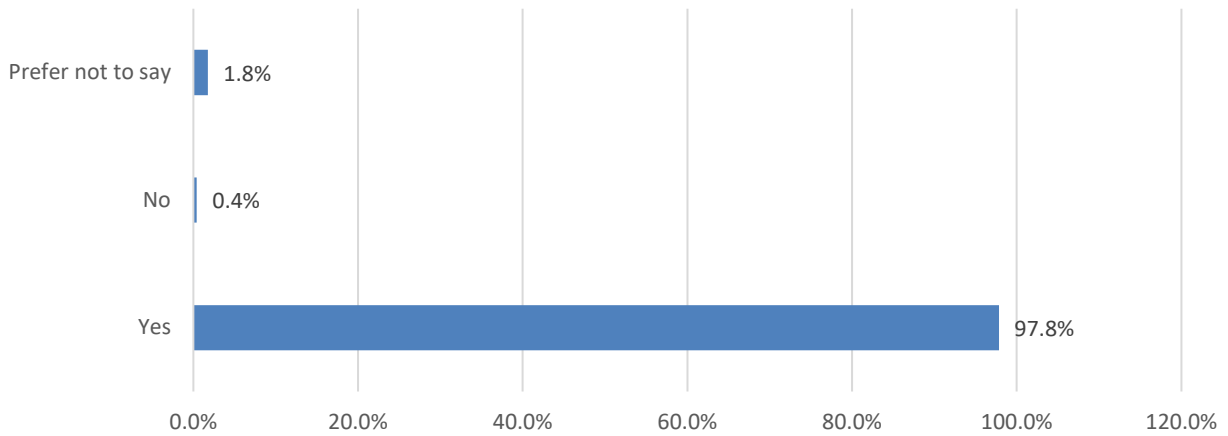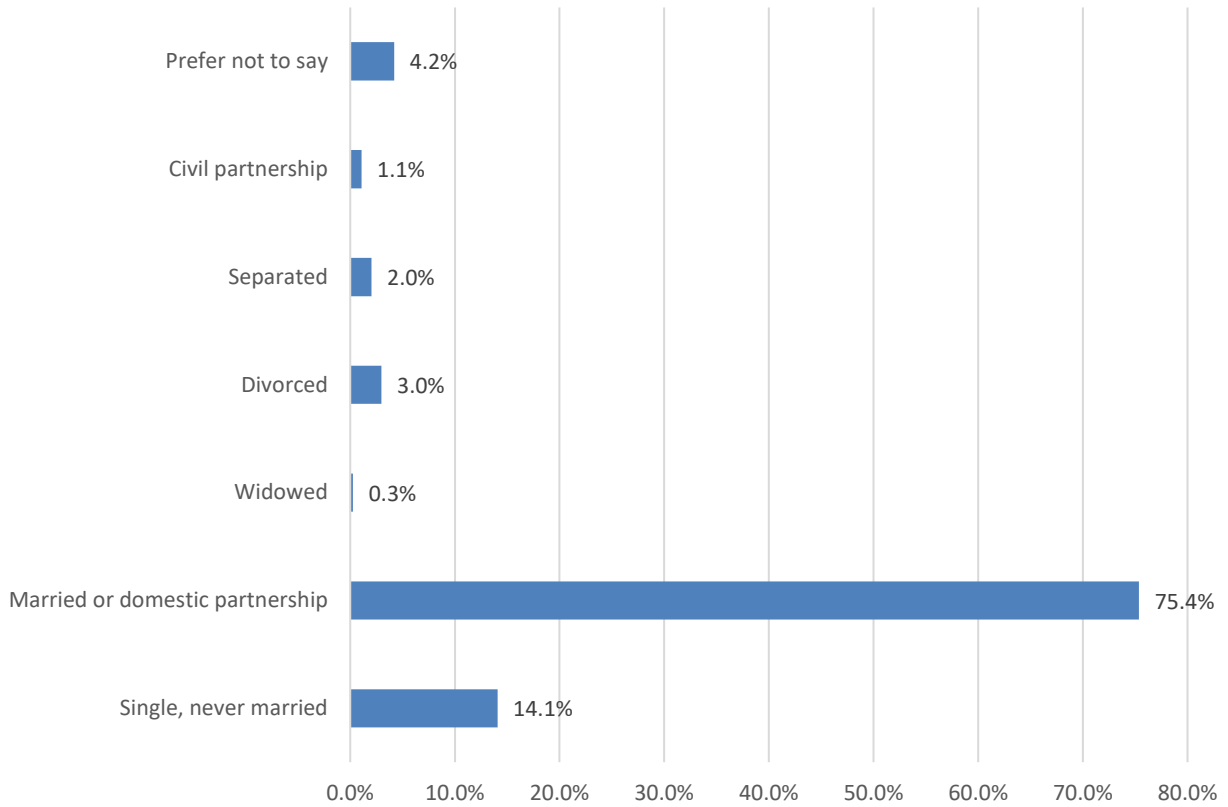
Q29. Do you have caring responsibilities?

Response	Percentage
Prefer not to say	2.4%
No	36.5%
Yes	61.1%
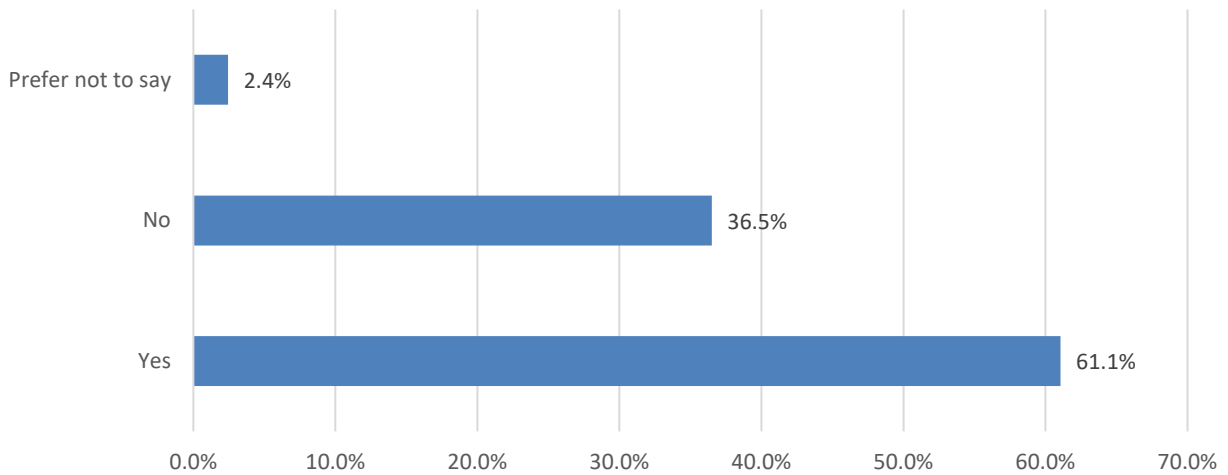
Q30. Please select your Division

Division	Percentage
Prefer not to say	10.5%
Kilkenny/Carlow	1.6%
Meath	2.3%
Wicklow	2.6%
DMR West	3.7%
Cork North	2.9%
SDU	2.7%
DMR East	2.2%
DMR South	2.5%
DMR North	4.5%
DMR North Central	3.3%
DMR South Central	4.8%
Garda College	1.9%
Garda HQ	5.5%
Louth	3.7%
Cavan/Monaghan	4.5%
Laois/Offaly	1.0%
Westmeath	1.5%
Wexford	2.7%
Kildare	2.5%
Tipperary	3.0%
Waterford	2.6%
Cork City	5.6%
Kerry	1.5%
Cork West	2.5%
Clare	1.8%
Limerick	3.4%
Galway	2.9%
Roscommon/Longford	1.9%
Mayo	1.9%
Sligo/Leitrim	2.3%
Donegal	3.8%

Appendix 3: GRA Reps Survey Results

Q1. Members from diverse communities feel confident that I would listen to any concerns they have

- Strongly agree — 35.59%
- Agree — 39.83%
- Neither agree nor disagree — 17.80%
- Disagree — 1.69%
- Strongly disagree — 0.00%
- I don't know — 5.08%

Q2. I work hard to make sure that people from different backgrounds feel included

- Strongly agree — 46.61%
- Agree — 41.53%
- Neither agree nor disagree — 9.32%
- Disagree — 2.54%
- Strongly disagree — 0.00%

Q3. Do you feel that you fully understand the wants and needs of members from all backgrounds?

- Yes, completely — 17.80%
- Yes, to some extent — 52.54%
- I don't know / I'm not sure — 13.56%
- No, I would need more information to be confident — 16.10%
- No, not at all — 0.00%

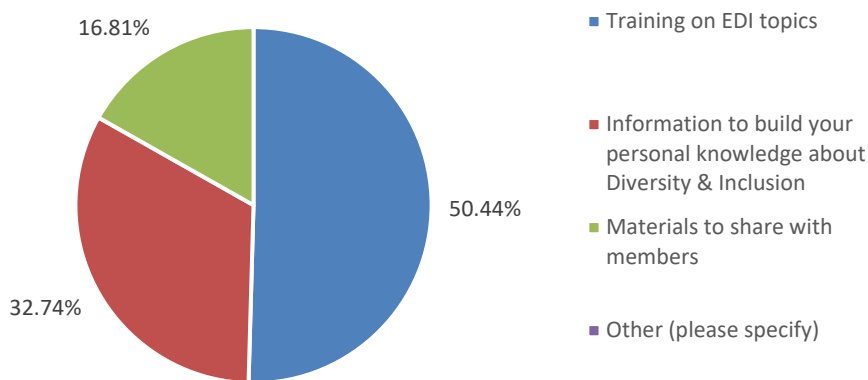## Q4. I demonstrate to members that the GRA takes Equality, Diversity and Inclusion seriously in the way I behave and the things I say?

- 1.69%
- 0.00%
- 13.56%
- 41.53%
- 43.22%

Legend:
- ■ Strongly agree
- ■ Agree
- ■ Neither agree nor disagree
- ■ Disagree
- ■ Strongly disagree

Q5. What resources do you feel you need to undertake your role as a GRA Representative?

- 16.81%
- 50.44%
- 32.74%

Legend:
- ■ Training on EDI topics
- ■ Information to build your personal knowledge about Diversity & Inclusion
- ■ Materials to share with members
- ■ Other (please specify)

All three above
Diverse communities, give me a break, they are Guards, get on with the job they are employed to do. When my 'needs and feelings' are catered for I'll start to worry about the disenfranchised snowflakes.
None
All of the above from Question 5
All of the above
All of the above
Nothing. Its not an issue.