

Table 3 (Part A): Overall matrix presentation of a sample diversity profile to show how racism manifests on the negative axis—characteristics and presentation.

STAGE –1	STAGE –2	STAGE –3	STAGE –4	STAGE –5	STAGE –6
Lack of awareness of racism	Dismissive of issues	Anger, attacking and rejecting	Anger/blaming of ethnic minorities	Extreme racial intolerance and racist views	Champion racist views
<p>Unaware of issues of racial equity and racial diversity</p> <p>Unaware of relationship with issues of racial difference and racism</p> <p>Seem oblivious and ignorant to issues of race and suffering of those who are different</p> <p>Deny that racism exist</p> <p>No interest in talking about racism</p> <p>When issues of race and social injustice are raised, remain silent and keep heads down</p> <p>Uncomfortable when race and differences are mentioned</p> <p>Claim not to be racist or to ‘see colour’</p>	<p>Aware of racial inequality, but dismissive of issues of race; racial injustice does not matter to them</p> <p>Avoid talking about racial inequalities and differences</p> <p>Believe the world is fairer than most black and ethnic minority people say</p> <p>Believe that racial and social injustice do not exist</p> <p>Claim not to ‘see colour’</p> <p>Denial and discomfort when talking about racial differences resulting in avoidance, resistance and anger</p> <p>Prefer to talk about other inequalities e.g. gender, disability, the working class</p> <p>More concerned with issues such as abandoned puppies</p>	<p>Exhibit outrage and attacking behaviours</p> <p>Reject those who are different</p> <p>Resent the amount of time spent talking about racism</p> <p>Project own racism onto others</p> <p>Buy into stereotypes about those who are different</p> <p>Believe in conspiracy theories about racism</p> <p>Use racial stereotypes and accuse those who complain about racism of having a victim mindset</p> <p>Unable to show empathy or compassion to those who are different</p> <p>Believe that terms like ‘micro-aggressions’ and unconscious bias are unscientific or made up</p>	<p>Exhibit attacking and rejecting views of those who are different</p> <p>Extreme thinking and blaming of those who are different</p> <p>Believe those who are different are responsible for their plight and lack of success</p> <p>Use ‘gaslighting’ techniques to sow doubt and question beliefs</p> <p>Entrenched views and behaviours</p> <p>Become more extreme in their views</p> <p>At risk of being radicalised and groomed</p>	<p>Exhibit strong racist views and share them with others with a view to influence them</p> <p>Incite hatred and violence</p> <p>Can be verbally aggressive and threatening to those who are different</p> <p>At risk of extremism and violence</p> <p>Plot and plan to harm those who are different</p> <p>Understand systemic and institutional racism and issues of power</p>	<p>Able to take on leadership roles and negatively influence others</p> <p>Have extreme racist views and actively work to recruit others to their way of thinking</p> <p>Create false narratives and false world views that they sell to others</p> <p>Pose a threat in terms of radicalisation and grooming of others</p> <p>At risk of extremism, violence and terrorism</p>

Table 3 (Part B): Overall matrix presentation of a sample diversity profile to show how racism manifests on the *positive* axis—characteristics and presentation.

STAGE +1	STAGE +2	STAGE +3	STAGE +4	STAGE +5	STAGE +6
Lack of awareness of racism	Aware of racism but dismissive and avoidant	Acceptance that racism exists	Open to learning	Able to see bigger picture	Leadership skills, promote racial equity and inclusion
Unaware of issues of racial equity and racial diversity	Aware of racial inequality and racism	Increasingly aware of racism and racial injustice	Open to learning and having meaningful conversations	Start to see the bigger picture around race	Show leadership qualities and willingness to take on leadership roles to promote racial equity, inclusion and social justice
Unaware of relationship with issues of racial difference and racism	Dismissive of issues of race; racial injustice does not matter to them	Recognise inequity and racism exist	Open to new information, increasing understanding and knowledge	Able to reflect and genuinely engage in issues and discussions around race	Able to provide safe spaces for conversations on racism
Seem oblivious and ignorant of issues of race and suffering of those who are different	Avoid talking about racial inequalities and differences	Express their discomfort and can feel overwhelmed	Genuinely willing to listen and learn and to do the work and learning	Able to explore and reflect on own biases and caves of privilege	Understand the importance of values and values-based leadership
Deny racism exists	Believe the world is fairer than most black and ethnic minority people say	Sense of helplessness and guilt	Able to challenge and correct their own and other's behaviour and language	Understand systemic and institutional racism and issues of power	Shift from just thinking about representation to considering values, beliefs and behaviours of individuals and organisations
No interest in talking about racism	Believe that racial and social injustice do not exist	Can still be unaware of own biases	Can review and challenge own perceptions	Understand how structure and power effect individuals and organisations	Actions are genuine rather than performative
When issues of race and social injustice are raised, remain silent and keep heads down	Claim not to 'see colour'	See themselves as advocates for those who are racially different	Show genuine compassion and empathy to those who are different	Recognise that injustice for one means injustice for all if unchallenged	Speak up and challenge racism when they see it
Uncomfortable when race and differences are mentioned	Denial and discomfort when talking about racial differences, resulting in avoidance, resistance and anger	Begin to discuss the issues with others	Reflect and readily engage in conversations about racism and differences		Show genuine allyship without focus on the self
Claim not to be racist or to 'see colour'	Prefer to talk about other inequalities e.g. gender, disability, the working class		Freely share honest accounts of themselves as a white person		
	More concerned with issues such as abandoned puppies				