

Fig. 6: The full prejudice–racism equity spectrum. (Continued overpage)

Racial intolerance and prejudice	Indirect racism	Increasing intolerance and direct racism	Leadership action		
<p>Exhibits indirect racism</p> <p>Exhibits biases and prejudice</p> <p>Thinks in and uses stereotypes</p> <p>Asks so-called 'dumb questions'</p> <p>Makes 'innocent' jokes about differences that undermine and act as put-downs</p>	<p>Exhibits indirect racism</p> <p>Exhibits biases and prejudices</p> <p>Thinks in and uses stereotypes</p> <p>Exhibits micro-aggressions</p> <p>Uses racial slurs and casual racist remarks</p> <p>Uses gaslighting</p>	<p>Exhibits direct and indirect racism</p> <p>Exhibits increasing intolerance</p> <p>When called out, excuses behaviour as 'just banter'</p> <p>Undermines those who are different (e.g. makes disparaging comments)</p>	<p>Exhibits direct and indirect racism</p> <p>Exhibits micro-aggressions</p> <p>Increasingly hostile language when blaming those who are different (e.g. 'Go back to your own country')</p> <p>Considers those who are different to be less than human (e.g. savages, animals)</p> <p>Increased undermining, harrassment and targeting of those who are different</p> <p>Uses gaslighting and clever arguments designed to portray their group as victims</p>	<p>Intolerant and racist</p> <p>Able to incite hatred and violence</p> <p>Exhibits direct verbal and physical aggression</p> <p>Talks of conspiracy theories</p> <p>Use of extreme racial slurs and inciting of racial hared</p> <p>Exhibits increased harrassment, bullying and victimisation of those who are different</p>	<p>At risk of extremism and terrorism</p> <p>Exhibits strategic racism</p> <p>Exhibits audience-shaping tactics and behaviours to stop the advancement of those who are different</p> <p>Uses position to influence</p> <p>Finds ways to minimise the power and influence of ethnic minorities and dismisses any disparities that exist among groups</p> <p>Able to incite violence</p>

Fig. 6: (Continued)

Racial intolerance and prejudice		Increasing awareness	Challenging and dealing with racism		Leadership action
Exhibits indirect racism	Exhibits and unaware of own and others' biases	Recognises biases and prejudice	Understands about biases and stereotypes	Consistently recognises micro-aggressions	Understands all forms of racial prejudice, discrimination and racism, including institutional racism
Exhibits biases and prejudices	Thinks in and uses stereotypes	Owens up to own biases	Recognises prejudice and discrimination	Understands and challenges biases and prejudice	Is able to deal with all forms of racism, including institutional racism
Thinks in and uses stereotypes	Displays micro-aggressions	Feels helpless to act	Offers some challenges	Recognises and speaks up against systemic and institutional racism	Is able to influence others
Displays micro-aggressions	Uses racial slurs and excuses it as 'just banter'	Recognises that humour is often used to disguise racial stereotypes and racism	Recognises racial slurs and put-downs	Recognises differential treatment and racial disparities and outcomes	Understands and recognises intersectionality and other forms of prejudice and discrimination
Uses racial slurs	Makes 'innocent' jokes about differences that undermine and act as put-downs	Recognises the power of language and undermining effects	Recognises micro-aggressions and gaslighting		Understands and can link values-based leadership to DEI principles, strategy and outcomes
Engages in gaslighting	Uses casual racist put-downs veiled as humour, jokes and 'just banter'				
Asks so-called 'dumb questions'					