

Rate the extent to which you believe the scenarios to be discriminatory. 0 is NOT AT ALL. 9 is UNQUESTIONABLY DISCRIMINATORY. STICK WITH YOUR FIRST RESPONSE

Scenario 1

A white middle manager speaks to a director and says: *“We are getting better at diversity but we are not where we need to be; I really want to support our black staff to help them develop so that they can be as capable in management as anyone else”*

0	1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---	---

Scenario 2

The annual workforce report is being presented by a colleague. The equality section refers to the fact that 30% of the workforce are Black but 70% of disciplinary cases are on Black staff. Another manager said to the workforce manager: *“My understanding is that in the charity sector we are not alone in these patterns, it seems to me that it’s nothing in particular that we are doing”*.

0	1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---	---

Scenario 3

A trustee who is a Christian of Caribbean background was on an interview panel for a senior manager. During the decision-making discussion about the candidates, whilst referring to an internal Pakistani Muslim candidate she said *“I’m not sure about him, I’ve dealt with him before. He is known to blow things up (she then winked) out of proportion”*.

0	1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---	---

Scenario 4

A director in a charity was in conversation with a CEO of another charity (Hearts) about a meeting that he had attended with commissioners. The director, when talking about the contributions in the meeting by a Black African senior manager of the Hearts charity said: *‘I have to say, Sami was actually very good by the way, very professional’*.

0	1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---	---