

A Deep Commitment to Recognizing and Combating Unconscious Bias



TRAINING & EDUCATION GROUNDED IN SCIENCE

In 2009, in partnership with Harvard Professor of Social Ethics Mahzarin Banaji, PwC began to develop the foundation of its unconscious bias program *4 Real*, a series of brief videos geared at helping employees to recognize and combat unconscious biases — or blind spots — which they carry into the workplace. Grounded in the science of how the mind develops assumptions and stereotypes, the self-administered training aims to educate employees about different types of biases and the ways in which these influence decision-making about our networks and who to help, and can lead to less-than-optimal business outcomes.

Through a commitment from its new US Chairman at the time Tim Ryan, ***4 Real* unconscious bias training became mandatory for all new hires in September 2016 and a criterion for promotion at all levels in June 2017. To date 40,000 PwC employees have completed the training, including 99% (7,000 employees) of those eligible for promotion this year.** Elements of unconscious bias training are embedded and repeated frequently in many other PwC manager and leadership training programs, including cutting edge virtual reality "soft skills" training on inclusion and belonging.

PwC's unconscious bias training — along with career advancement programs Vanguard and Breakthrough Leadership — became the foundation for PwC's first annual [Diversity & Inclusion Transparency Report](#) released in August 2020. The report is part of a larger effort to move beyond "segmented programming" towards building a "culture of belonging" that is integrated into everyday behaviors and operations.

The report details the representation of PwC's workforce at all levels by gender and racially/ethnically diverse groups and highlights key milestones, including:

- **In FY20, 50% of the US Leadership Team was comprised of women and/or racially/ethnically diverse individuals;**
- **Female representation on the US Board of Partners increased 13% from 23% in FY18 to 36% in FY20;**
- **At the manager level, women's numbers grew from 45% in FY18 to 50% in FY20.**

IMPACT IN THE WORKPLACE AND BEYOND

In 2017, Tim Ryan co-founded [CEO Action for Diversity & Inclusion™](#) to help elevate the conversation about D&I in the workplace among business leaders at the highest levels within organizations. With 1,500 CEO signatories and counting, CEO Action for Diversity & Inclusion™ requires signatories to share best practices and enables organizations to replicate leading edge women's advancement programs. As part of its pledge, PwC adapted its unconscious bias program to develop [Blind Spots](#)

Building on their work together on *4 Real*, PwC funded Banaji's Outsmarting Human Minds (OHM) project. Through a series of videos, podcasts, articles and tests, OHM offers learning modules for free to the general public on a range of topics related to uncovering and overcoming implicit, unconscious biases.

OTHER PwC WOMEN'S ADVANCEMENT RESOURCES

[UN HeforShe](#), [Women unbound: Unleashing female entrepreneurial potential](#), [PwC Women in Tech](#)

“ When you include a diversity of minds in the decision-making process, you inevitably have a better and stronger result because the environment in the room becomes open. You start talking with people, rather than talking at them. ”

Tim Ryan, US Chairman and Senior Partner, PwC