

July 2023

Empirical study

Unconscious bias in European management

Call for proposals

Deadline: 30 August

In the framework of its EU project “Beyond Unconscious Bias” (BEYUNBI), CEC European Managers, European social partner representing managers at EU level, calls for proposals to conduct an empirical EU-wide study about the prevalence of unconscious bias in managerial decision-making and of inclusive leadership practices.

Today, there is only limited evidence on the prevalence of unconscious bias and inclusive leadership practices among managers in the EU. The study shall overcome research gaps relevant to managerial practice as a basis for an EU pilot training scheme for managers. Specifically, the study shall investigate the level of awareness among managers on unconscious bias, diversity dimensions, and inclusive leadership.

The project aims at equipping managers, who are responsible for making change happen in companies (and consequently in society) with the right tools and skills to identify and overcome unconscious bias in their professional practice, thus contributing with their work to implementing gender equality and fighting discrimination on the workplace, improving working conditions for all by establishing more open and welcoming working environments, while creating quality opportunities for all workers to express their full professional and human potential.

Consequently, this new managerial approach to inclusiveness can be instrumental to increasing the level of diversity of working teams, fostering the inclusion of minorities in and contributing to a more open, diverse, diversity-sensitive and heterogeneous society.

The research objectives are:

- Investigate on the level of awareness of the surveyed group (representative of the EU managerial workforce) about the concept of unconscious bias
- Investigate on the level of awareness about the impact of unconscious bias on professional managerial practices
- Identify specific needs in terms of required knowledge and practical tools
- Integrate in the report of the survey an introductory compilation of the existing scientific literature on the topic of unconscious bias, setting a shared understanding of concepts and terminology
- Elaborate the results of the survey to provide the necessary basis for the elaboration of the training sessions

Research tasks:

- Coordination with CEC office
- Research on existing scientific literature and evidence on unconscious bias in (EU) management
- Elaboration of the survey methodology
- Conduction of EU-wide survey
- Presentation of study in the form of a research report and an executive summary

In your proposal, please:

- describe the outline of the study methodology
- describe the study's project team
- describe your experience with similar studies/surveys

Deadline for final report: March 2023

For questions, please contact Jean-Philippe Steeger, Policy Officer:
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