

100 DIVERSE VOICES: A framework for the future of work in financial and professional services

AIM

To shape the future of work by embedding inclusivity, flexibility, and autonomy in financial services, fostering an environment that attracts and retains diverse talent.

APPROACH

Engaging with voices from across the financial services sector to understand the challenges and opportunities of hybrid work, ensuring that all employees thrive in the evolving work landscape.

AUTHORS

Dr Jasmine Virhia, Associate Consultant, The Future Works

Yolanda Blavo Grady, Global Inclusion Specialist, Warner Bros. Discovery

Dr Grace Lordan, Director, The Inclusion Initiative, LSE

WHY NOW

The shift to hybrid and flexible work requires new strategies for maintaining trust, inclusion, and productivity. Inclusive leadership is crucial to ensure that talent remains engaged and diverse voices are heard.

FULL REPORT

For a comprehensive breakdown, explore the full [UTOPIA Report](#).

KEY RECOMMENDATIONS:

Umbrella Diversity- Companies should assess inclusive leadership by auditing team diversity and ensuring equal opportunities for all, while offering inclusive leadership training.

Trust- Trusting employees to manage their time, fostering team cohesion, and focusing on outcomes are key for productivity.

Organisation of Work- Firms should support time-outs and highlight role models to shift social norms.

Productivity- Leaders should focus on output, set clear expectations, and use feedback cycles to define productivity. Teams should audit how and where their time is spent to improve efficiency.

Ill-being- Leaders must create a psychologically safe work environment, offer fair compensation, and promote a healthy work-life balance, enabling employees to pursue happiness in line with their personal preferences.

Antecedent- Firms should embrace "remote first" policies and virtual campuses, particularly for women, while leaders must creatively consider future changes beyond post-pandemic adjustments, including issues like gender identity, "quiet quitting," and income-generating roles in regulated sectors.

