



Making D&I more structured and scalable

Real Asset Management Group (RAM) is a global organisation that has always valued diversity and inclusion (D&I) within their work culture.

They believe that their people are their strongest assets and key drivers of their organisation's success. Because of this people-centred focus, RAM felt that it was important to demonstrate a visible, genuine commitment to diversity and inclusion. And to create and communicate a more solid framework around their D&I activities, particularly as they grew.

By participating in DCA's *Inclusive Employers Index*, RAM was able to gain valuable insights into how D&I was working in their organisation. They have used that *Inclusive Employers Index* data to benchmark their progress going forward, and be the basis for their 2022 D&I strategic plan.

Suzanne Hutchinson HR Director, RAM Group says, *"As an international organisation that is home to employees of more than 9 cultural backgrounds, has 59% multilingual workers and 47% of employees working flexibly, we are committed to advocating for diversity, inclusion and equality. We knew we were on the right side of D&I, but as the firm continued to grow at a rapid pace, we needed to somehow bring it all together and implement well-designed policies that scale."*


Here, Suzanne Hutchinson and her colleague, Director and Head of Marketing Jennifer Xu, share RAM's journey to 'bring it all together.'

What made your organisation decide to participate in the *Inclusive Employers Index*?

Our global team has grown by 66% year-on-year and recorded a 70% rise in female team members across the group, with more than 56% of employees now identifying as women. While the team was diverse and globally spread, we realised we needed to make people in our organisation actively aware that we valued the diversity and inclusion of staff and stakeholders.

And we needed a way to formalise D&I as more people joined us. So that we attracted the right people, and knew they were the right fit, and everyone felt involved.

We knew we were doing the right thing. But we recognised that we needed a more structured, quantified way to approach D&I and to communicate that to our growing global workforce.



The thing we needed to tie it all together was data.

As members of DCA, we had an opportunity to be part of the *2021–2022 Inclusive Employers Index*.

This allowed us to do two things: measure our progress creating a diverse and inclusive workforce. And then benchmark our inclusivity against other organisations in Australia.

DCA's *Inclusive Employers Index* allowed us to use comprehensive, company-wide surveying to test if our best intentions translated to employees' lived experiences of inclusion.

How did you communicate your participation in the *Inclusive Employers Index*?

We signalled our participation via internal communications. Everything from our company newsletter to our social media channels, through to our websites, and even our slide decks; all were leveraged and branded to show that we were participating. The wider message this sent was that we are an inclusive organisation committed to D&I.

How was the data from the *Inclusive Employers Index* shared among your organisation?

The positive data that came out of the *Inclusive Employers Index* was fed to senior managers as a matter of priority. The data validated the founder's vision of inclusivity and remains crucial in moving us forward.

We also brainstormed how to set up a working committee of D&I ambassadors, helped by DCA resources, who could build on the data that we got from the *Inclusive Employers Index* and give managers a tangible framework that they could constantly refer back to and be truly inclusive.

Recruitment was also key in the growth period. Senior management are part of every hiring discussion and selection process to ensure that incoming employees are not only qualified but are a cultural fit and align with our D&I objectives.

Finally, how did participating in the *Inclusive Employers Index* meet the business need and add value?

By surveying via DCA's *Inclusive Employers Index*, we moved from feeling we were doing the right to measurable confirmation that we were.

Our results showed that not a single staff member reported that their team was non-inclusive. That told us we have done an excellent job ensuring our growing roster of middle managers really action D&I and are truly inclusive leaders.

This was a core objective.

Also, 92% of staff agreed they feel they belong in our organisation and are part of the team, so that indicates the structure is working well, and we can continue supporting that in a more formal way.

We now also have Inclusive Employer status thanks to our participation in DCA's *Inclusive Employers Index*.

We have a benchmark, a brand, and a measurable standard that we can maintain and improve on going forward.