

Bringing Gen Z into the Boardroom

ECR #CatManNetwork



Musgrave



ESTD 1876

MUSGRAVE

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**147 year-old,
sixth generation
family business**



We are the
leading grocery
retailer and
wholesaler in
Ireland



We feed 1-in-3
people every
day



41,000
colleagues
across the
group

Our Brands

Retail

257 stores

SuperValu

568 stores

Centra

251 stores

DAYBREAK

78 stores

MACE

5 stores



84 stores

Dialprix

Wholesale and Foodservice

MUSGRAVE
MarketPlace

Dialsur 
TU CASH & CARRY

DRINKS INC.


dvp
DOYLES VEG PREP *

Premium and Specialist

LA ROUSSE
FOODS

Ritter Courivand


FRANK AND HONEST
GOURMET COFFEE COMPANY


ITALICATESSE

TOWN & COUNTRY
FINE FOODS

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GENREP
BOARD

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What is a Shadow Board?



- Group of young employees that **shadow** the actual executive board
- 9 to 13 people from a cross-section of the business that are either **millennials or Gen Z**
- **CEO** sponsored
- Provide insight, feedback, and ideas to senior decision-makers in the company, representing the **younger generation's perspective**



Case Study

PRADA

-11.5%

GUCCI

+136%

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Our Why....





- Established in June 2021
- 9 individuals under the **age of 28**
- **Diverse** representation of the full business
- Recruited every 12 months through an **open application & nomination** process



Gender



Division



Function



Graduate

How Does It Work?

- Led by the **Insight & Innovation** function
- **Strategic topic** every 2 months
- Input to **other business** projects
- **Mentoring** Programme

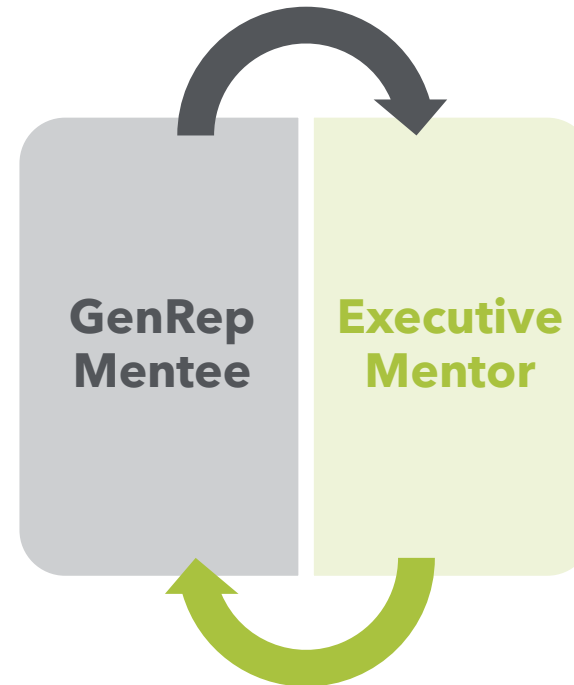


- Mix of assigned and self-elected topics
- Executive sponsor per topic
- Breakfast Briefing style presentations to Executive Board



(Reverse) Mentoring

- 1:1 time with senior leader
- Tacit knowledge
- Career guidance



- 1:1 time with youngest gen employee (& customer)
- Positively challenged



FUTURE OF WORK



NEXT GENERATION BRANDS



SUSTAINABILITY



2030 STRATEGY



POTENTIAL & POWER OF DATA



EMPLOYEE RECOGNITION

Shadow Board Benefits

Bridge the generational gap



Diversity of thought vs traditional boards



Constraint-free ideas



C-suite visibility & access





We discovered our leaders genuinely wanted to hear what we had to say on key topics, and were taken seriously as representatives of a growing cohort of employees and consumers. Too frequently we see government & corporate leaders sticking their heads in the sand but being on the GenRep board helped us believe in a brighter future knowing that the people in charge were actually listening and eager for change.



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Thank you

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