Bringing Gen Z into the Boardroom

ECR #CatManNetwork

Musgrave

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 — D|F

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 Courivaud

FRANK AND HONEST GOURMET COFFEE COMPANY

ITALICATESSEN — SUPPLIER OF AUTHENTIC ITALIAN FOOD & WINE

TOWN & COUNTRY FINE FOODS

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**

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Case Study

-11.5%

+136%

Our Why....

Amplify the voice
of the next generation

Create positive disruption
by bringing fresh & diverse thinking to strategic planning

Inspire the business with new opportunities that will cut through with the next generation of customers – helping us **future proof** Musgrave

Unlock the potential
of younger talent in Musgrave

Bring a digital-first perspective
as the first generation of digital natives

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GENREP BOARD

- 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

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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

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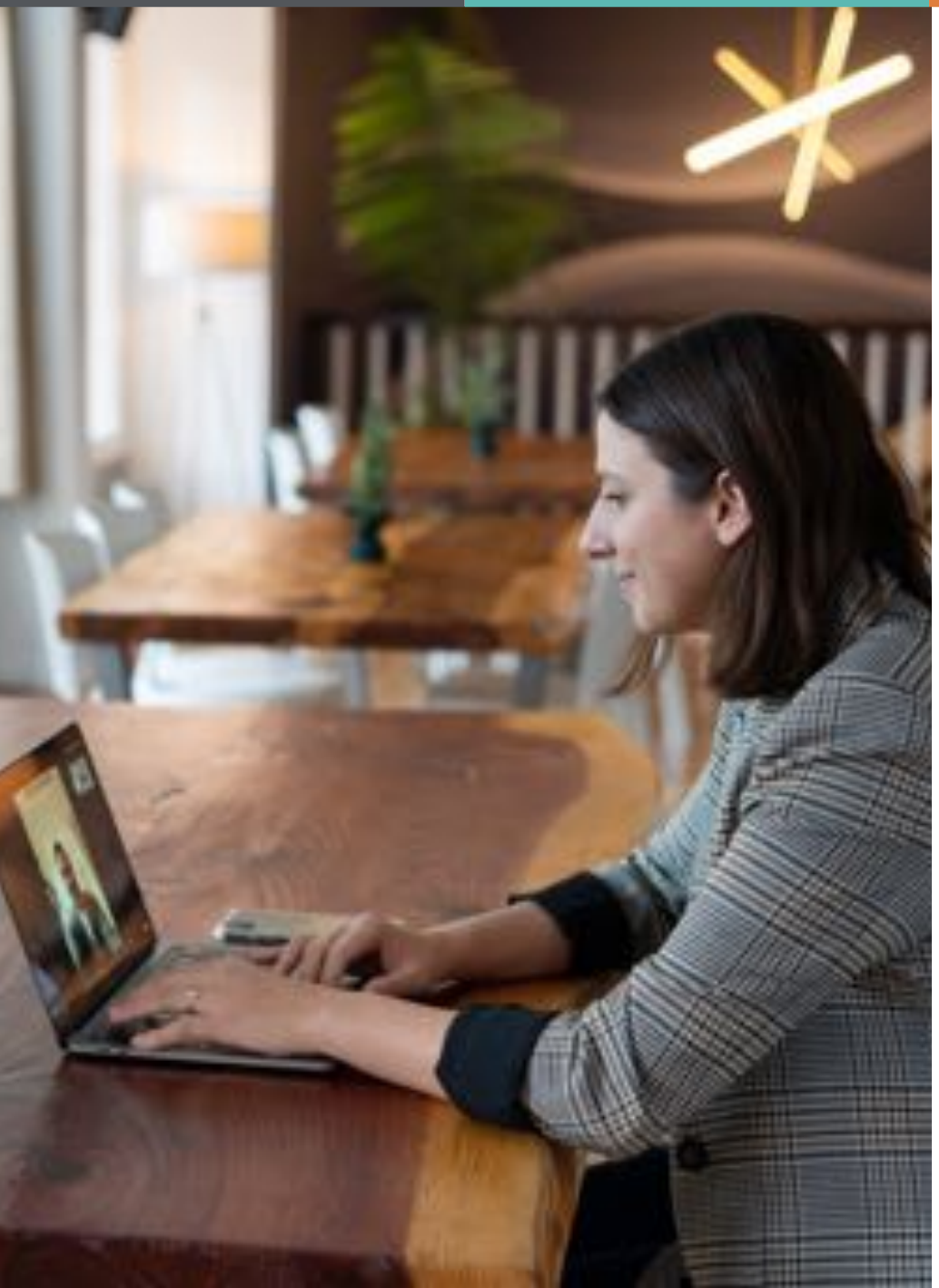
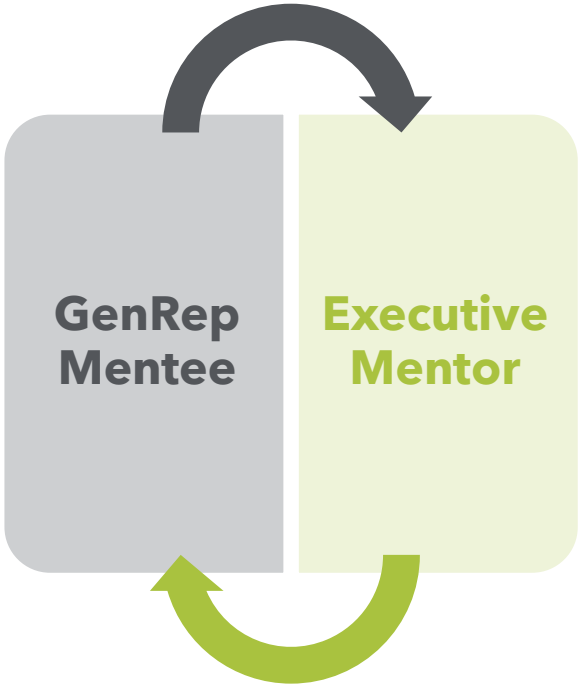


(Reverse) Mentoring

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



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

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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

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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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