

Musgrave

At Musgrave, everything we do is focused on our purpose: Growing Good Business. As a 146-year-old family business, we recognise that we will always have more to do to leave a positive and lasting legacy for future generations.

Musgrave is Ireland's leading food retail, wholesale, and foodservice company. Together with our independent retail partners, we support more than 41,000 jobs, in more than 1,400 stores and offices across the island of Ireland and Spain. We partner with thousands of retail and foodservice family businesses through some 11 market-leading food and beverage brands that include SuperValu and Centra.

The industries in which we operate have traditionally been male dominated but we are actively working to change that. In recent years, we have introduced a variety of policies and fundamental changes to our operations to encourage more women to join our business, and to encourage women in the business to keep advancing their career.

A core aspect of Musgrave's overall People Strategy is a comprehensive inclusion and diversity plan, which is made up of three pillars:

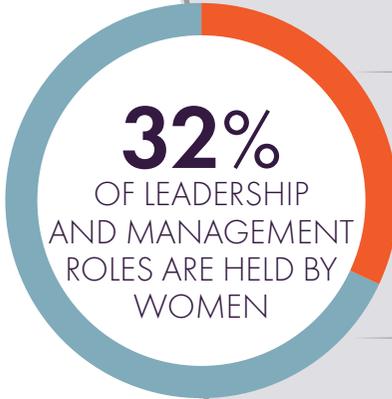
- Engaging & educating colleagues
- Acquiring diverse talent
- Modernising the way we work and think

Engaging & Educating Colleagues

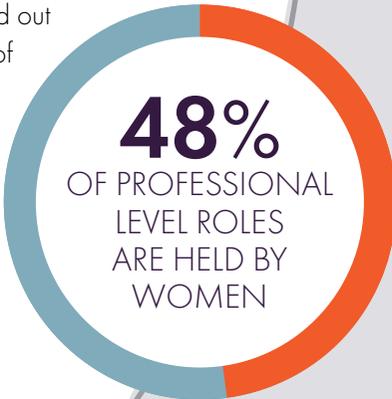
Within this pillar, we have introduced a number of initiatives. These include a focus on inclusive leadership, which has seen senior management trained on being an inclusive, empathetic leader. We have also rolled out unconscious bias training to hundreds of colleagues to raise awareness of bias and actions to mitigate the impact of bias on decision-making.



25%
OF OUR
EXECUTIVE TEAM
ARE WOMEN



32%
OF LEADERSHIP
AND MANAGEMENT
ROLES ARE HELD BY
WOMEN



48%
OF PROFESSIONAL
LEVEL ROLES
ARE HELD BY
WOMEN

TOP 5 TACTICS

Focus on inclusive leadership

Aiming for 50/50 gender split in our high-potential talent pool by 2025

Unconscious Bias training

GenRep – gender balanced, shadow youth board

Family Friendly Policies

“The industries in which we operate have traditionally been male dominated but we are actively working to change that.”

[Read the full case study](#)

We are the first Irish company to partner with the LEAD Network (Leading Executives Advancing Diversity), which aims to attract, retain and advance women in the retail and consumer goods industry in Europe through education, leadership and business development. As part of this partnership, we have worked with LEAD to support and develop internal colleagues leveraging their inclusive leadership and mentoring programme which is cross-organisation and cross-country.

We also established an internal mentoring programme, and we have started sharing “Career Stories” which show the career journeys of colleagues in Musgrave and the diversity of our people and careers.

Employee Resource Groups

Another major part of this pillar was the establishment of Employee Resource Groups, which are voluntary, employee led groups, made up of colleagues from across Musgrave who join together based on common interests, backgrounds or demographic factors on areas including culture and heritage, LGBT+, disability, multi-generation and gender.

Acquiring Diverse Talent

Our acquiring diverse talent pillar includes a focus on inclusive recruitment. Through this, we have conducted a review of job descriptions to ensure they are inclusive, and we are designing an inclusive recruitment training programme for Hiring Managers. We are also broadening the sourcing channels we use for recruitment. For senior roles, we have implemented balanced candidate slates for roles and diverse interview panels.

GenRep

We launched GenRep in 2021, our shadow youth Board, comprising nine young colleagues aged between 22 and 27 who are from a mix of genders, backgrounds and experiences. Each GenRep member is partnered with a member of the executive team, and they hold regular meetings to allow for both mentoring and reverse mentoring. The executive team has found this reverse mentoring very beneficial in helping to understand and learn from this younger generation.

GenRep amplifies the voice and ideas of the next generation and has been tasked with bringing new ideas and positive disruption to the business. The group, which is gender balanced, is already having an impact, contributing to key areas of strategy that include supporting shoppers to make more sustainable choices, digital innovation and the future of work post-Covid.

Modernising The Way We Work and Think

The COVID-19 pandemic transformed how many people live and work. At Musgrave we were extremely proud of how all of our colleagues responded to the huge escalation in demand coupled with significant challenges in how such demand might be met, all while facing their own personal challenges in the face of a pandemic. We now want to take the best of what we learned during the pandemic and apply it to how we work going forward. As part of this, we have introduced our hybrid work model, Work Smart @ Musgrave. This allows colleagues the option to alternate their time between connecting and collaborating in the office and working remotely. We are also in the process of reviewing our family

friendly policies to ensure that they offer the best we can to our colleagues. As part of this, our new menopause policy was introduced in October 2022, on World Menopause Day and other updated family friendly policies will follow in the coming months.

Conclusion

We are proud to say that we continue to make progress in advancing female participation at senior levels. Our executive team has 25% female participation, up by 11% versus 2018, with a target to increase this by 10% to achieve over 30% female participation by 2025. We currently have 32% female representation in leadership and senior management roles, and this will be over 40% by 2025. We will have a 50/50 gender split in our high-potential talent pool by 2025.

A recent engagement survey of colleagues found that 86% believe Musgrave is an inclusive organisation. This is 12% ahead of the Irish norm and 1% ahead of the global high performing benchmark. An inclusive culture where our colleagues feel they can be themselves is very important to us. This is a key enabler in advancing female participation at senior levels

We continue to educate ourselves and review and renew our policies on an ongoing basis to ensure we are doing everything possible to encourage women to consider, commit to, and thrive in a career in our industry. Our work is not done yet. This will be a constant process to ensure that the business we pass on to the next generation is more equitable, more diverse, and more inclusive.