

Balance
for **Better**
Business

Balance for Better Business Retail Forum Presentation

December 2022

Balance for Better Business Strategy

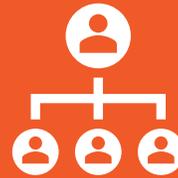
Mission	What is our purpose?	Promote gender balance at the board and leadership levels of Irish business to drive better business and societal outcomes
Vision	Where do we want to be?	A more gender balanced economy, where leadership roles in the private sector reflect broader society in Ireland, driving better business outcomes across environmental ¹ , social and governance criteria
Strategy	What do we want to achieve? What are our goals?	1. Representation: Continue to encourage the need for greater gender balance by highlighting progress and enhanced business outcomes due to more balanced boards and leadership teams
		2. Pipeline & Succession: Highlight the pathway to gender balance in senior leadership teams focusing on leadership pipelines and succession and the impact of mandates on actions versus outcomes
		3. Visibility: Promote and highlight progress towards greater balance in organisations through education and communication

3 Strategic Pillars



Achieve Broader & Deeper Engagement

1. Enhance and streamline data collection
2. Build wider and deeper engagement across industries and sectors
3. Increase the focus on leadership teams and their direct reports



Promote Balanced Pipelines & Succession

4. Promote pipeline development and succession planning
5. Enhance leadership level data through research

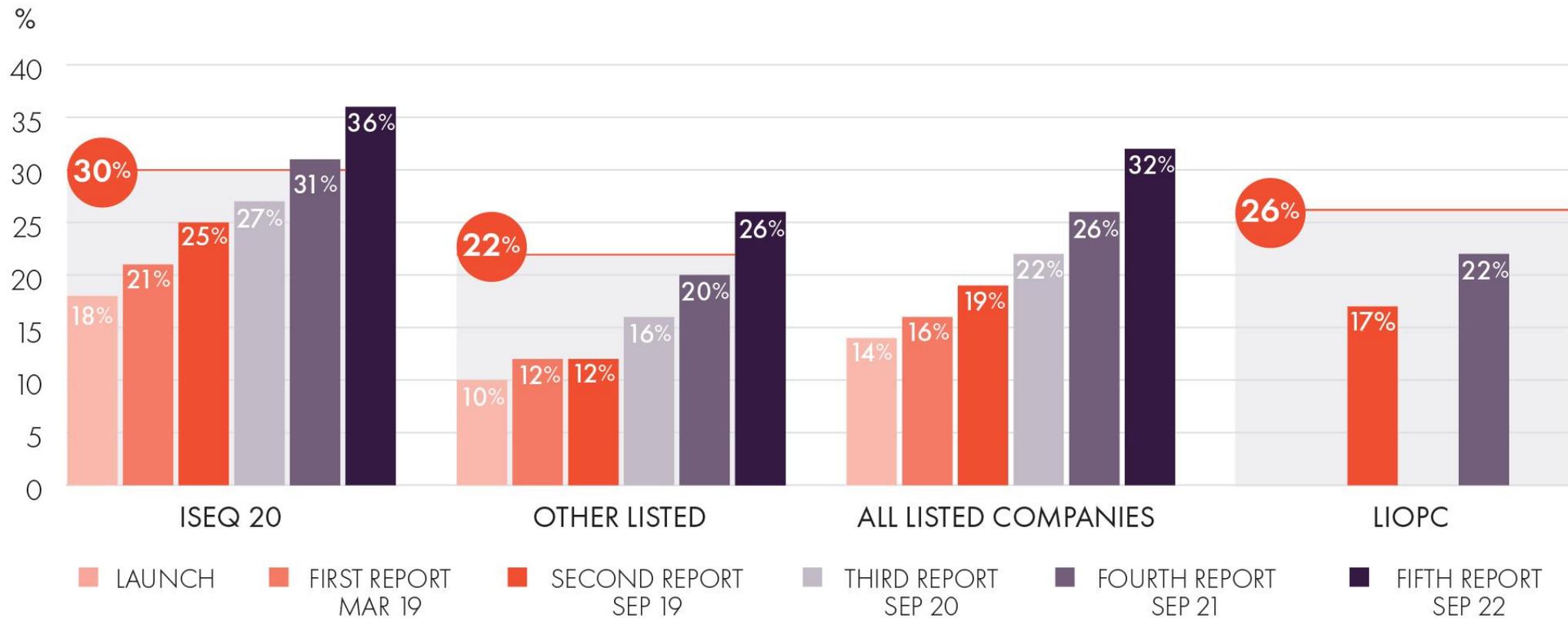


Strong Trusted Voice

6. Spotlight what's working and what needs to change
7. Promote the progress of organisations that are achieving balance

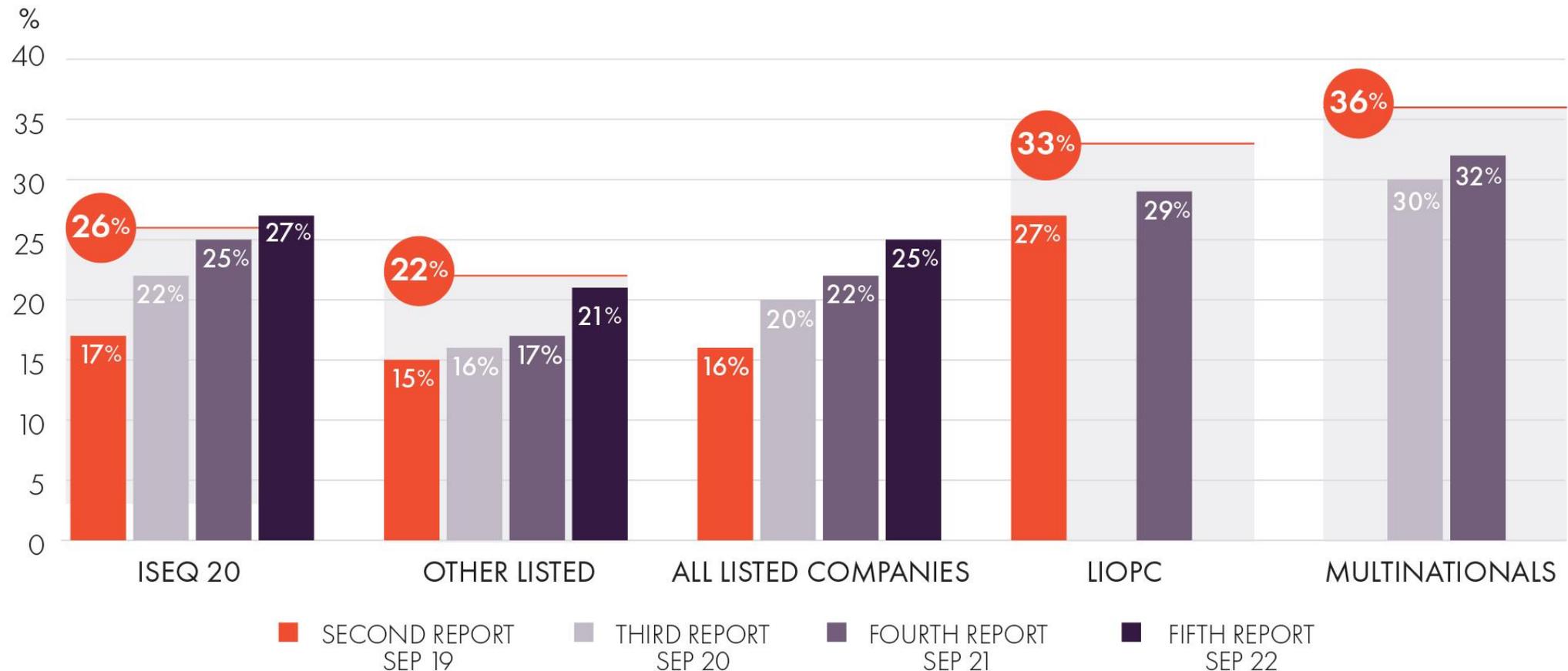
Board Progress

Representation of Females on Irish Boards



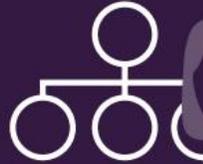
Leadership Progress

Representation of Females on Leadership Teams



Top 3 Recommendations

1   Set stretch targets and build an Action Plan to achieve them

2   Build a gender balanced succession plan and pipeline for board and leadership roles focusing on CEO, CFO and Chair

3   Mandate gender balanced candidate lists for open roles and promotion to board and leadership

Help us to tell relevant stories



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.

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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

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[Read the full case study](#)