

# Vocational Training & Personnel Development

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The Migros Group is committed to the dual training system. By training apprentices, the company invests specifically in young people. Professional development and lifelong learning are important pillars of personnel and leadership development at Migros.

## Trainees at Migros

Apprentices are professionally accompanied, trained and individually supported within the Migros Group. Optimum framework conditions and **comprehensive, practice-oriented** training prepare them for a future as independent and competent professionals.

Migros trained 3'700 trainees in the reporting year. It offers young professionals an enormous variety, with more than **50 different professions in 39 retail, industrial, logistics and service companies**. 80% of basic training programmes are completed with a Swiss federal certificate of proficiency – of which 4% receive a federal vocational diploma – and 20% with a federal vocational certificate.

3'700 trainees

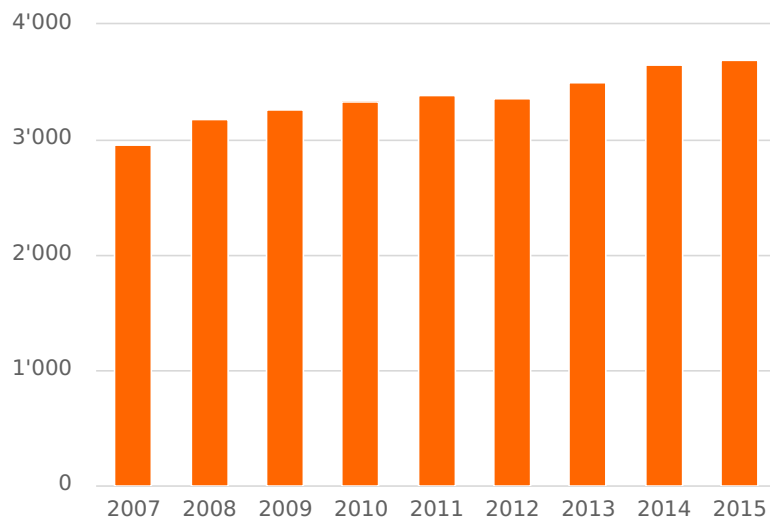
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were trained by Migros.

Migros has had an excellent success rate in its qualification procedures for many years. It was 96% in the reporting year, while the average rate of subsequent employment for trainees in the Migros Group stands at 63%.

## Trainees at Migros – development and workforce

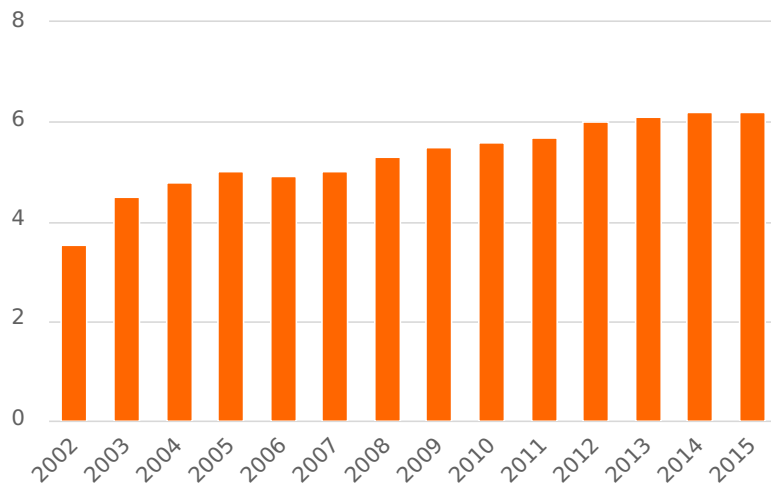
Trainees at Migros – development and workforce



## Ratio of trainees

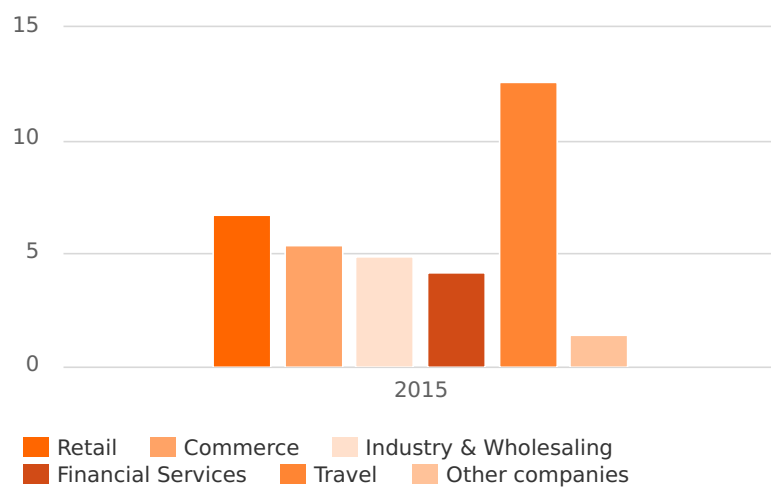
Ratio of trainees Migros Group

in %



Ratio of trainees by Strategic Business Units

in %

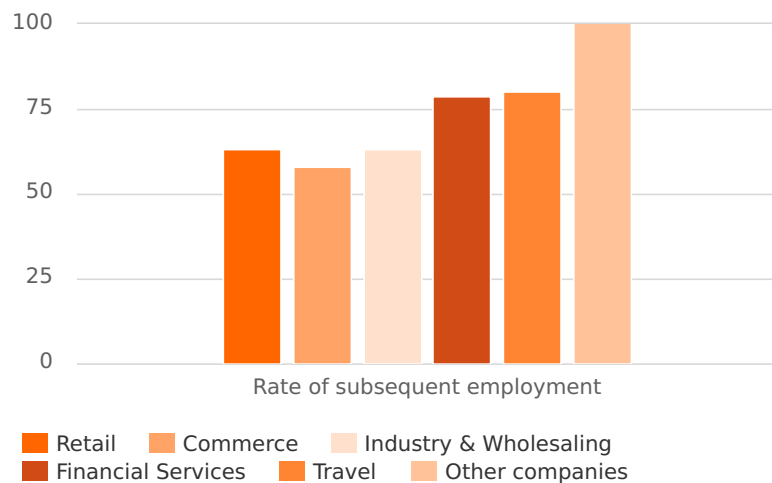


Legend:  
Retail (Dark Orange), Commerce (Light Orange), Industry & Wholesaling (Very Light Orange),  
Financial Services (Dark Brown), Travel (Medium Orange), Other companies (Lightest Orange)

## Vocational training in the Migros Group

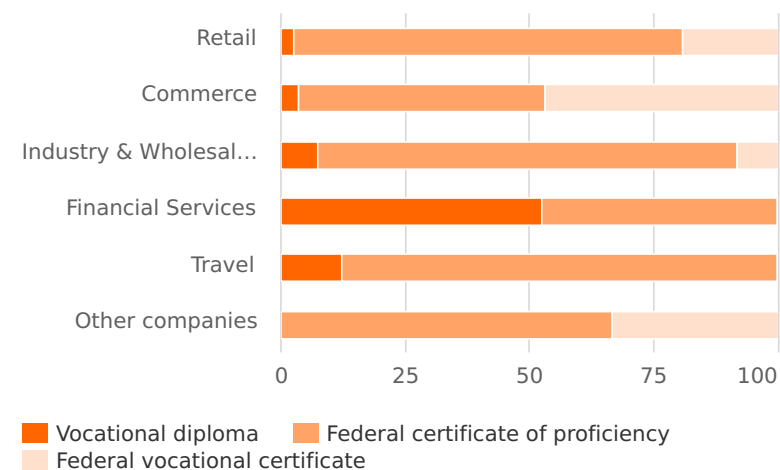
Rate of subsequent employment

in %



Vocational training by strategic business unit

in %



## Personnel & Leadership Development

**Career-oriented training and further training options** are available to employees at all levels, from basic training through to director level. Making its employees more employable is very important to Migros. To this end, specific measures are taken to enhance existing skills and develop new ones. For example, Migros encourages its staff to take certified or federally recognised qualifications and, alongside internal and external development measures, makes use of courses offered by the Migros Club School. The further training of managers and trainee managers at higher management level is actively supported at renowned business schools and universities.

## Further vocational training

Further vocational training is skills-oriented and covers the development requirement with regard to specialist, leadership and personal skills according to the level of the employee. Migros focuses on the key skills needed by the employee and ensures that they meet both the personal and professional requirements. Individual training and further training measures are agreed with the employee's line manager during regular M-FEE meetings, which

address **employee management, development and remuneration.**

Migros provides its employees with generous support in the area of professional development, in order to enable them to develop the necessary skills to fulfil their work roles in the best possible way. The company continues to pay their full salary during training and also covers the cost in many cases.

**> CHF 40 million**

was invested in further training in 2015.

In 2015, the staff made intensive use of these further training options:

**725'780 paid training and further training hours were completed** in total, 622'355 of which by lower-level employees and more than 103'425 by management staff of the Migros Group. In addition, around 95'945 hours were used for e-learning programmes, up by 140% in comparison to the previous year.

The Migros companies invested more than CHF 40 million in the further training of staff (not including salary payments or absence-related costs).

## Training hours during working time in 2015

Paid training hours during working time in 2015 in h <sup>[1]</sup>		
	Total	Per person
Employees	622'355	7.70
Management	103'425	18.50
<b>Total</b>	<b>725'780</b>	<b>8.40</b>

1 Training by means of e-learning not included

## Private further training

Migros supports employees who dedicate their free time to advancing their career. The company contributes towards the cost of attending courses and classes at institutions such as the Migros Club School, Switzerland's leading provider of adult training and education.