

Employees

Personnel Figures

Migros makes a passionate commitment to fostering a stimulating and performance-oriented working environment. The Migros Group offers a unique variety of tasks in different roles and professions.

Workforce & Staff Movement

In the reporting year, the Migros Group increased its workforce by a total of **2.5% to 105'456 employees**. Among other things, this was due to the expansion of the online, leisure/fitness and health businesses, and acquisitions of fitness and industrial companies. The workforce abroad increased due to the acquisition of Herzberger Bäckerei GmbH by Tegut.

105'456

people were employed in the Migros Group in 2017.

The **Migros Cooperatives in Geneva and Valais** reported a slight decrease in the number of staff. The sale of Probikeshop, OWiba (Office World, iba and Tramondi Büro) and Sharoo had a negative effect on the growth of the workforce.

The number of full-time positions **rose by 1.3% to 75'302** in the reporting year.

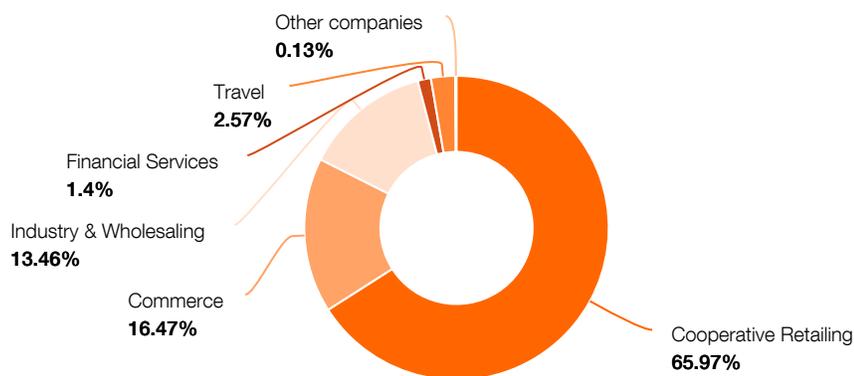
Consolidated employment growth amounted to 14.8% (previous year 12.8%), despite a sometimes unfavourable economic environment.

Workforce by strategic business units

Employees

Cooperative Retailing	69'573
Commerce	17'369
Industry & Wholesaling	14'192
Financial Services	1'479
Travel	2'709
Other companies	134

in %



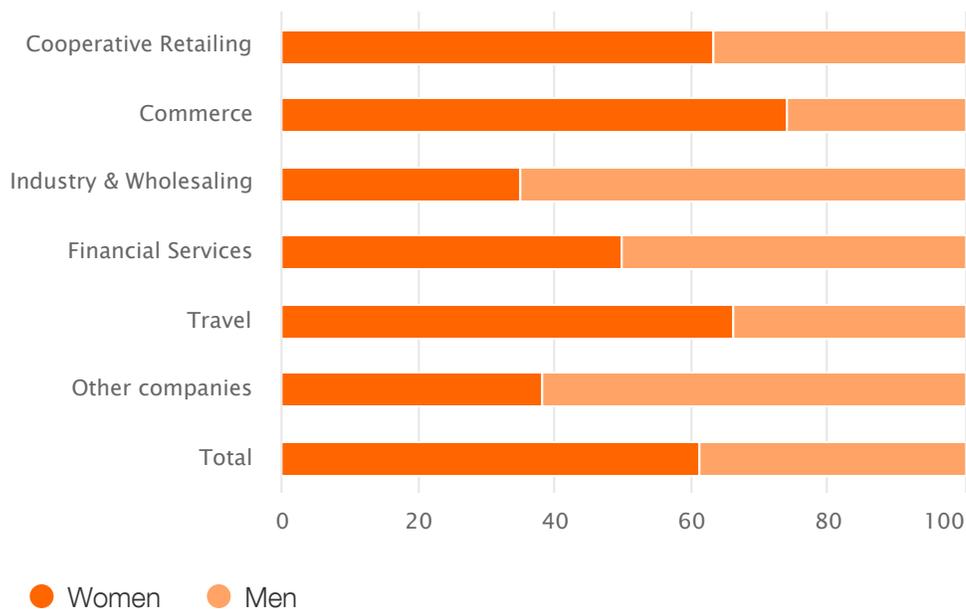
Cooperative Retailing is very important to the Migros Group. It employed about two thirds of all staff in 2017.

The **gross fluctuation rate increased to 12.4%** (previous year 11.3%).

Employees by gender

	Women	Men
Cooperative Retailing	63.2%	36.8%
Commerce	74.0%	26.0%
Industry & Wholesaling	35.1%	64.9%
Financial Services	49.9%	50.1%
Travel	66.2%	33.8%
Other companies	38.1%	61.9%
Total	61.1%	38.9%

in %



In 2017, the Migros Group employed 64'412 women and 41'044 men. The **proportion of female employees was therefore 61.1%**, representing a decrease of 0.2%. In the strategic business units Cooperative Retailing, Commerce and Travel, the proportion of women stood at between 63.2% and 74%, with the percentage in the industry at 35.1%.

30.9%

of staff at executive level were women.

The **number of women in managerial posts** increased even further in 2017. The proportion of women at director level was 16.7% (previous year 15.9%) and at executive level 30.9% (previous year 30.1%).

In the Migros Group, **50.4% of employees worked full time and 49.6% part time**. The number of part-time positions rose by 0.7%. This high percentage of part-time workers is typical in retail, but is also due to attractive working models. Changes in living and working habits also contributed towards it.

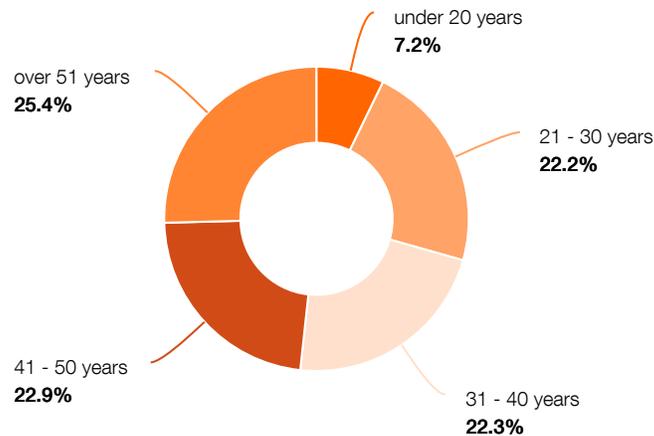
The **proportion of female full-time employees** within the Migros Group was 41.7% (previous year 42.6%); at 81.1%, the proportion of women working part time was virtually unchanged (previous year 81.2%).

Within the Migros companies, about **65.7% of women worked part time**. This represents an increase of 1.1%. For men, the part-time employment rate rose by 0.3% to 24.2%.

Distribution by age group

	2017
under 20 years	7.2%
21 - 30 years	22.2%
31 - 40 years	22.3%
41 - 50 years	22.9%
over 51 years	25.4%

in %



Migros has a balanced age structure across all employed age groups, from trainees through to those approaching retirement. The **average age of the workforce** is 39.7 years.

55.1% of men and 53.6% of women have worked at Migros for more than five years, with **men staying slightly longer (10.5 years)** than women (9.5 years) on average.

In the reporting year, **71.2% of Migros' workforce consisted of Swiss nationals, and 28.8% of foreign nationals.** People from 154 nations were employed within the Migros Group. Migros sees this cultural diversity as an opportunity and consciously promotes it with a tolerant and discrimination-free corporate climate.

Of the 105'456 employees, **15.1% worked abroad.** The proportion was slightly up on the previous year (+0.1%).

Personnel costs & value added

Personnel costs have increased steadily in recent years and amounted to CHF 5'947 million in 2017. The wage bill came in at CHF 4'646 million, representing an increase of 3% in comparison with the previous year. Real wages at Migros rose by an average of 0.1% in 2017. Between 2013 and 2017, wages rose by 4% in nominal terms and by 5.2% in real terms on average.

The employees play an important part in the contribution that Migros makes to the economic value added in Switzerland. As a result, they also make up a major proportion of the social value added. In 2017, Migros **spent about 80.3% of its net value added on its employees** (share of value added CHF 7'195 million).

As a **modern, trendsetting employer**, the Migros Group offers its employees a wide range of additional benefits.

Employee pension plans

The Migros Pension Fund (MPF) organises the occupational pensions for its members in 43 associated companies of the Migros Group on a final salary basis. In 2017, it looked after **some 52'700 active members and 28'400 pensioners, with above-average pension benefits**.

In the reporting year, the MPF generated an **above-average net return of 9%** on its capital investments of CHF 23.8 billion. The coverage ratio increased to 119.4% at the end of 2017 and exceeded the required level by 0.4%; this corresponds to surplus funds of CHF 74 million. The pension capital was again calculated with a technical interest rate of 2% on the basis of the BVG 2015 base tables, using the generational concept for the mortality assumptions.

Vocational training

In the reporting year, Migros trained **3'860 trainees in more than 50 different professions**, and offered young professionals a broad choice in the areas of retail, industry, logistics and services. 79% of basic training programmes were completed with a Swiss federal certificate of proficiency, 5% with a federal vocational diploma and 16% with a federal vocational certificate.

In 2017, Migros again had **a high success rate** in its qualification procedures. At 98%, it shows that the Migros Group provides professional guidance, training and individual support for its trainees. The average rate of subsequent employment in the Migros Group stands at 60%.

Personnel development

Professional development and lifelong learning are important pillars of personal and leadership development at Migros. More than CHF 45 million was invested in the further training of staff in 2017. In addition, employees used about 67'830 hours for e-learning programmes.

> CHF 45 million

was invested in the further training of staff in 2017.

Diverse career-oriented training and further training options are available to employees. The main focus is on key qualifications that are needed for certain positions in the different sectors.

Paid training hours during working time

in h ^[1]	Total	Per person
Employees	630'380	7.5
Management	95'525	16.2
Total	725'905	8.1

1 Training by means of e-learning not included