

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 workforce of the Migros Group decreased by **0.47% to 106'119** employees. The personnel numbers in the strategic business units Cooperative Retailing and Commerce showed a mixed picture. Fewer people were employed in in-store retailing, but personnel figures were up in the online business and health segment.

106'119

people were employed in the Migros Group in 2019.

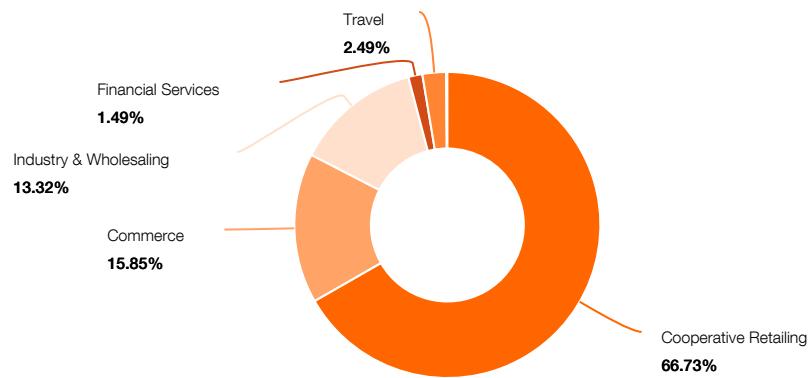
The workforce **abroad** remained the same.

The number of full-time positions rose slightly by **0.08% to 75'606** in the reporting year.

Consolidated **employment growth amounted to 14.4%** (previous year: 13.5%), despite a sometimes unfavourable economic environment.

Workforce by strategic business units

in %



Cooperative Retailing is very important to the Migros Group. It employed about two thirds of all staff in 2019.

The gross fluctuation rate increased to 14.9% (previous year: 13.3%).

Proportion of women within the Migros Group (in %)

60.8

Proportion of part-time employees (in %)

50.0

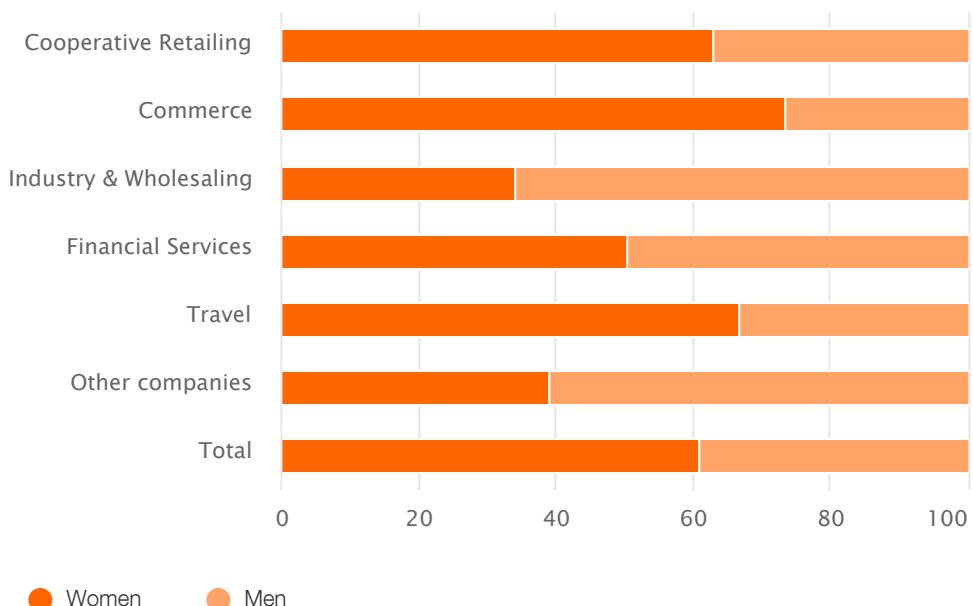
Average age (in years)

40.0

Key figures in detail

Employees by gender

in %



In 2019, the Migros Group employed 64'524 women and 41'595 men. The **proportion of female employees was therefore 60.8%**. In the strategic business units Cooperative Retailing, Commerce and Travel, the proportion of women stood at between 63.1% and 73.6%, with the percentage in the industry at 34.2%.

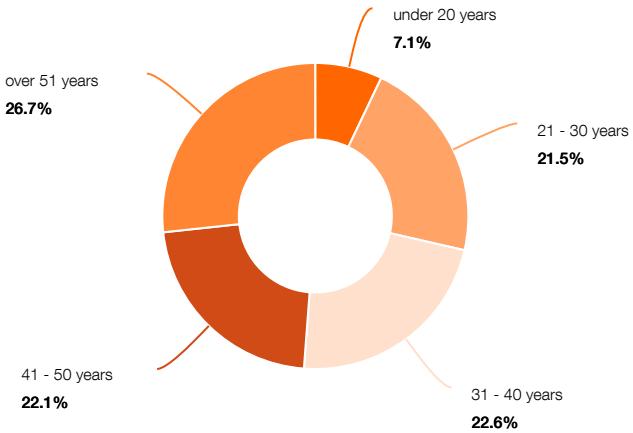
In the Migros Group, the **number of employees working full time and part time was equal at 50%** each, after the number of full-time positions rose by 0.1%. This high percentage of part-time workers is typical in retail, but is also due to attractive working models. It also reflects the changes in living and working models.

The **proportion of female full-time employees** in the Migros Group was 40.4% (previous year: 41.2%), and the proportion of women working part time fell 0.2% to 80.9% (previous year: 81.1%).

Within the Migros companies, about **66.7% of women worked part time**. This represents an increase of 0.3%. The proportion of men in part-time employment decreased by 0.2% to 24.2%.

Distribution by age group

in %



Migros has a balanced age structure across all employed age groups. The **average age of the workforce** is 40.0 years.

55.3% of men and 55.2% of women have worked at Migros for more than five years, with **men remaining slightly longer (10.8 years)** than women (9.8 years) on average.

In the reporting year, **70.4% of Migros' workforce consisted of Swiss nationals, and 29.6% of foreign nationals** from 163 countries.

Of the 106'119 employees, **16.0% 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 6'052 million in 2019.

The wage bill came in at CHF 4'713 million, showing little change in comparison with the previous year. In 2019, wages rose by an average of 0.8% in nominal terms (and increased by 0.4% in real terms). Between 2015 and 2019, wages rose by 3.6% in nominal terms and by 3.3% in real terms on average.

The company's employees play an important part in the contribution that Migros makes to the economic value added in Switzerland. As a result, they make up a major proportion of the social value added. In 2019, Migros spent about **85.5% of its net value added on its employees** (share of value added CHF 6'855 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 2019, it looked after some 52'000 active members and 28'600 pensioners, with **above-average pension benefits**.

In the reporting year, the MPF generated a **net return of 11.9%** on its capital investment of CHF 26.0 billion. The coverage ratio increased to 115.4% at the end of 2019. The pension capital was calculated with a technical interest rate of 1.5% (previous year: 2.0%) on the basis of the BVG 2015 base tables, using the generational concept for mortality assumptions. Revised pension plan regulations came into force on 1 January 2019 and will ensure financial security.

Vocational training

With **3'700 trainees**, **Migros continues to be the leading provider of training**, offering many young and motivated people prospects in more than 50 different occupations.

Around 1'500 trainees **started an apprenticeship**, of which 4% with a federal vocational diploma, 79% with a Swiss federal certificate of proficiency and 17% with a federal vocational certificate. Approximately 20'000 applications for trainee positions were received.

96% of trainees completed their apprenticeship successfully. The **high success rate** is also an expression of the professional dedication of the people involved in providing the vocational training.

The **average rate of subsequent employment** in the Migros Group stood at 63% in the reporting year.

Personnel development

Digitalisation and increasingly dynamic markets make it necessary to **adjust the leadership and collaboration culture**. The Federation of Migros Cooperatives therefore launched a leadership initiative in 2019, aimed at developing a shared understanding and common language of leadership and collaboration. The initiative will be rolled out to Migros Industry in the second stage.

In addition, the **sustainability commitment** of employees was measured within the Federation of Migros Cooperatives for the first time in 2019. 74% of all employees gave their opinions on the strategic orientation, working methods, customer orientation and the employment deal. The measures derived from the pilot survey will be implemented during the course of the year and checked regularly.

Migros also helps its employees to improve their skills continuously. It offers a wide range of career-oriented training, further training and support programmes, in which key qualifications are taught for specific positions and sectors.

CHF 42 million

was invested in the further training of staff in 2019.

In 2019, Migros spent CHF 42 million on the development of its employees. Employees spent 104'989 hours on digital learning in the reporting year, representing a vast increase on the previous year. Digital learning is more cost-effective for companies and gives employees greater flexibility, as they can learn from any location in their own time and at their own pace.

Paid training hours during working time

in h [1]	Total	Per person
Employees	632'646	7.6
Management	101'294	16.9
Total	733'940	8.2

¹ Training by means of e-learning not included

The personnel figures are based on the average workforce of the Migros Group. The figures for companies acquired or sold during the financial year are shown on a pro rata basis.