

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

99'155

people were employed in the Migros Group in 2020.

In the reporting year, the workforce of the Migros Group shrank by **6.6% to 99'155** employees. This was due to the sale of Gries Deco Company GmbH (including Depot CH AG and Depot Handels GmbH) and Magazine zum Globus AG. The personnel numbers in the strategic business units Cooperative Retailing and Commerce showed a mixed picture. Compared with 2019, personnel figures remained almost unchanged in in-store retailing but were up again in the online business and health segment.

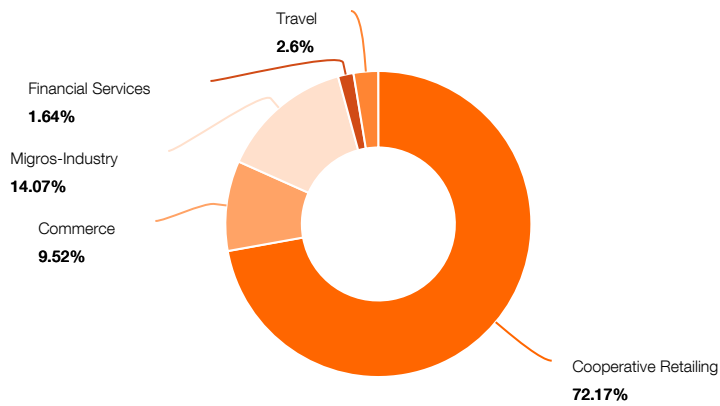
The workforce **abroad** shrank as a result of the above-mentioned company disposals.

Due to company disposals, the number of full-time positions fell by **5.7% to 71'297** in the reporting year.

Consolidated **employment growth amounted to 13.6%** (previous year: 14.4%), despite a sometimes unfavourable economic environment and the fact that various sectors were hit hard by the Covid-19 pandemic.

Workforce by strategic business units

in %



Cooperative Retailing is very important to the Migros Group. It employed over two thirds of all staff in 2020.

The **gross fluctuation rate increased to 15.7%** (previous year: 14.9%). Transfers between Migros companies made up 2% of this.

Proportion of women within the Migros Group (in %)

58.8

Proportion of part-time employees (in %)

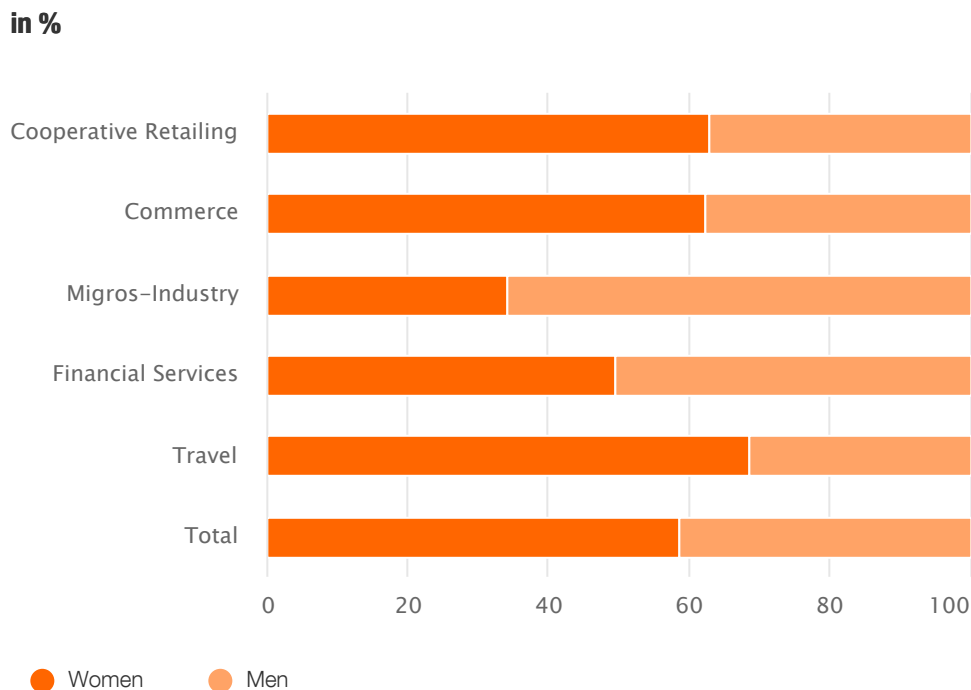
49.5

Average age (in years)

41.5

Key figures in detail

Employees by gender



In 2020, the Migros Group employed 58'262 women and 40'893 men. The **proportion of female employees was therefore 58.8%**. In the strategic business units Cooperative Retailing, Commerce and Travel, the proportion of women stood at between 62.3% and 68.6%, with the percentage in the industry at 34.2%.

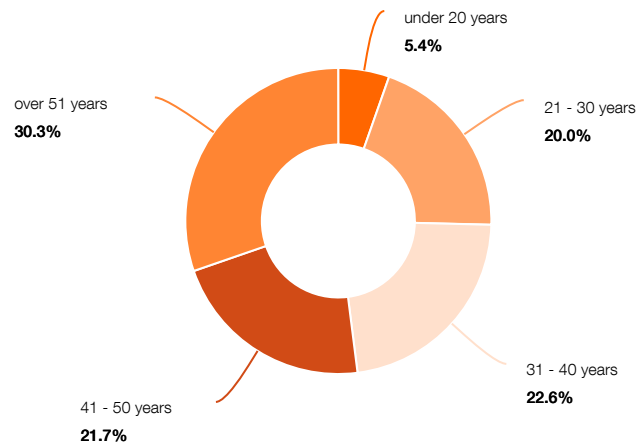
In the Migros Group, **50.5% of employees worked full time and 49.5% part time**. The number of full-time positions was therefore up by 0.5%. This high percentage of part-time workers is typical in retail, but is also due to attractive working models. It also reflects the changes in living and working models.

The **proportion of female full-time employees** in the Migros Group was 38.2% (previous year: 40.4%), and the proportion of women working part time fell by 2.1% to 78.8% (previous year: 80.9%).

Within the Migros companies, about **66.9% of women worked part time**. This represents an increase of 0.2%. The proportion of men in part-time employment increased by 1.0% to 25.2%.

Distribution by age group

in %



Migros has a balanced age structure across all employed age groups. The **average age of the workforce** is 41.5 years.

55% of men and 57.8% of women have worked at Migros for more than five years, with **men remaining slightly longer (11 years)** than women (10.3 years) on average.

In the reporting year, **69.0% of Migros' workforce consisted of Swiss nationals, and 31.0% of foreign nationals** from 169 countries.

Of the 99'155 employees, **12.0% worked abroad**. The proportion was down on the previous year (-4.0%).

Personnel costs & value added

Due to company disposals in 2020, **personnel costs** decreased to CHF 5'901 million in the reporting year. The wage bill came in at CHF 4'537 million, representing a decrease of 3.7%. In 2020, wages rose by an average of 0.7% in nominal terms (and increased by 1.4% in real terms). Between 2016 and 2020, wages rose by 3.2% in nominal terms and by 2.5% 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 2020, Migros spent about **67.1% of its net value added on its employees** (share of value added CHF 8'497 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 41 associated companies of the Migros Group. In 2020, it looked after **some 51'100 active members and 28'900 pensioners**.

The MPF provides above-average pension benefits. In the reporting year, it generated a net return of 6.5% on its capital investment of CHF 27.5 billion. The **coverage ratio increased to 121.9% at the end of 2020**. As in the previous year, the pension capital was calculated with a technical interest rate of 1.5% on the basis of the BVG 2015 base tables, using the generational concept for mortality assumptions. All necessary provisions and reserves have been formed in full.

Vocational training

Migros was able to keep the number of apprenticeships at a high level. With **3'700 trainees, it is the leading provider of training**. It offers young, motivated people prospects in more than 50 occupations.

The new apprenticeship hub on www.migros-gruppe.jobs is an interactive platform to help young people find a suitable trainee position. The site had more than 70'000 visits in 2020. Around **1'500 trainees** started an apprenticeship.

97% of trainees completed their apprenticeship successfully. The **high success rate** is a clear 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 57% in the reporting year.

Personnel development

Migros supports the continuous development of its employees with a **wide range of training, further training and support programmes**, as well as blended learning formats. Digital courses facilitate autonomous learning and also provide greater flexibility, as employees can learn from any location in their own time and at their own pace, depending on their individual circumstances and requirements. The project "Neue Lernwelt" was launched in 2020 to assist the transformation into a learning organisation.

Migros also offers a wide range of career-oriented training, further training and support programmes, in which **key qualifications are taught for specific positions and sectors**.

To support digital transformation and the attainment of Migros' strategic goals, the **Leadership Initiative** was launched in 2019. Numerous development measures and events helped to instil the leadership principles. The learning journey for employees and the first wave of the Leadership Initiative were rolled out in Migros-Industry in 2020.

In connection with **evolving the corporate culture** and increasing employee commitment, surveys on the topic of sustainability commitment were conducted throughout Migros-Industry and two other Migros Group companies in 2020. Employees also gave their opinions on the strategic orientation, working methods, customer orientation and the employment deal. The effectiveness of measures introduced on the basis of the survey results are monitored in regular Pulse surveys.

CHF 32 million

was invested in the further training of staff in 2020.

In 2020, Migros spent CHF 32 million on the development of its employees. Employees spent 104'307 hours on digital learning in the reporting year.

Paid training hours during working time

in h [1]	Total	Per person
Employees	440'723	5.4
Management	61'704	10.3
Total	502'427	5.8

1 Training by means of e-learning not included

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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.