Vision & Strategy

Migros is recognised by its customers, its employees and the general public as the leading company for improving quality of life. Our vision: a better life every day.

Migros' products and services are oriented to everyday needs. Its range is directed at all sections of society and their specific needs for a better quality of life.

Our strategy

The strategy provides orientation for aligning the business entities of the Migros Group in five strategic business units (Cooperative Retailing, Migros Industrie, Commerce, Travel and Financial Services). It is formulated by the Executive Board on behalf of the Board of Directors of the Federation of Migros Cooperatives and approved by the latter. The entire Migros Group is bound by its targets, values, purpose and management principles.

The Migros Group is a diversified and vertically integrated group of companies with retail as the core business. Migros' business entities act as stand-alone businesses as far as possible. They are assigned clear objectives and roles. Potential synergies are fully exploited.

Our targets

— We are the undisputed market leader in the retail sector. In the other business units, we assume a leading position in the corresponding market segment.
— We systematically ensure growth abroad with the intention of strengthening the existing business units and the Migros Group in Switzerland.
— By expanding our digital business models (no-line) and transforming in-store retailing, we offer our customers the best and most complete shopping experience.
— We ensure long-term profitability for the Migros Group as a whole.

Our promise

— We are passionately committed to improving the quality of life of our customers. In the spirit of Gottlieb Duttweiler, we undertake to offer the best value for money.
— As a model employer, we create a motivating, performance-oriented working environment that attracts and retains the best employees.
— We undertake to create values for our cooperative members that guarantee the long-term and independent existence of Migros.
— We aim to collaborate directly with our suppliers based on free markets and competition. We continuously improve our products and services. We set ecological and social standards for working and production conditions.
— We take responsibility for our society. We promote the free and independent fulfilment of human potential. We manage our business in a socially responsible way that conserves resources. With our pioneering work, we create unique added value for people, wildlife and the environment.

The Migros Group launched a new strategy on 19 January 2022:

⇒ migros.ch/strategie
Subsidiaries & Participatory Interests

The Migros Group includes the Migros Industrie companies, various retail and travel companies, Migros Bank and several foundations. On an organisational level, these are assigned to the members of the Executive Board of the Federation of Migros Cooperatives.

Governing bodies

Generally, the subsidiaries are wholly owned by the Federation of Migros Cooperatives (FMC). They are managed directly by members of the Executive Board as the heads of department. Within this role, they are responsible for the strategic direction and the composition of the respective board of directors and they usually act as its chair.

The boards of directors are generally composed of internal members. External members are appointed if additional expertise is needed or if required by law. The Board of Directors decides on external appointments, based on the recommendations of the Executive Board and the "Remuneration and Nominations Committee". The following all have external members: Denner Ltd, Digitec Galaxus Ltd., Hotelplan Management Ltd, Medbase AG, Migros Bank AG and Mitreva Ltd.

Subsidiaries and direct participatory interests (operational), in alphabetical order by strategic business unit, as at 31 December 2021:

Commerce

Denner Ltd
Managing Director: Mario Irminger
Chairman of the Board of Directors Michel Gruber
Members of the Board of Directors Christian Biland (external), Fabrice Zumbrunnen (internal), Stephan Fanderl (external)
Employees 6'121 (+5.59%)
<table>
<thead>
<tr>
<th>Company</th>
<th>Managing Director</th>
<th>Chairman of the Board of Directors</th>
<th>Members of the Board of Directors</th>
<th>Employees</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digitec Galaxus Ltd.</td>
<td>Florian Teuteberg</td>
<td>Michel Gruber</td>
<td>Exclusively internal</td>
<td>2,067</td>
<td>(+28.33%)</td>
</tr>
<tr>
<td>Ex Libris AG</td>
<td>Daniel Röthlin</td>
<td>Michel Gruber</td>
<td>Exclusively internal</td>
<td>206</td>
<td>(+9.13%)</td>
</tr>
<tr>
<td>Migrol AG</td>
<td>Andreas Flütsch</td>
<td>Michel Gruber</td>
<td>Exclusively internal</td>
<td>232</td>
<td>(+1.79%)</td>
</tr>
<tr>
<td>migrolino Ltd.</td>
<td>Markus Laenzlinger</td>
<td>Michel Gruber</td>
<td>Exclusively internal</td>
<td>177</td>
<td>(+11.37%)</td>
</tr>
<tr>
<td>Aproz Sources Minérales SA</td>
<td>Hans Rudolf Christen</td>
<td>Armando Santacesaria</td>
<td>Exclusively internal</td>
<td>166</td>
<td>(-1.63%)</td>
</tr>
</tbody>
</table>
**Bischofszell Food Ltd.**
Managing Director: Hans Rudolf Christen
Chairman of the Board of Directors: Armando Santacesaria
Members of the Board of Directors: Exclusively internal
Employees: 1'007 (–2.33%)

**Delica AG**
Managing Director: Raphael Gugerli
Chairman of the Board of Directors: Armando Santacesaria
Members of the Board of Directors: Exclusively internal
Employees: 1'393 (+82.08%)

**Estavayer Lait SA**
Managing Director: Matthew Robin
Chairman of the Board of Directors: Armando Santacesaria
Members of the Board of Directors: Exclusively internal
Employees: 667 (+4.85%)

**Jowa AG**
Managing Director: Hans Rudolf Christen
Chairman of the Board of Directors: Armando Santacesaria
Members of the Board of Directors: Exclusively internal
Employees: 3'065 (–3.25%)
Mibelle AG
Managing Director: Peter Müller
Chairman of the Board of Directors: Armando Santacesaria
Members of the Board of Directors: Exclusively internal
Employees: 488 (-0.44%)

Micarna SA
Managing Director: Peter Hinder
Chairman of the Board of Directors: Armando Santacesaria
Members of the Board of Directors: Exclusively internal
Employees: 2'709 (-0.94%)

Mifa AG Frenkendorf
Managing Director: Peter Müller
Chairman of the Board of Directors: Armando Santacesaria
Members of the Board of Directors: Exclusively internal
Employees: 290 (+2.75%)
Mifroma SA
Managing Director: Matthew Robin
Chairman of the Board of Directors: Armando Santacesaria
Members of the Board of Directors: Exclusively internal
Employees: 275 (+5.87%)

Migros Industrie
Delica Deutschland GmbH
Managing Director: Xerxes Shahparast
Chairman of the Board of Directors: Raphael Gugerli
Members of the Board of Directors: Exclusively internal
Employees: 88 (-3.66%)

Delica France SAS
Managing Director: Ghassan Kara
Chairman of the Board of Directors: Raphael Gugerli
Members of the Board of Directors: Exclusively internal
Employees: 53 (+81.61%)

Delica Benelux B.V.
Managing Director: Stéphanie Ribbens
Chairman of the Board of Directors: Raphael Gugerli
Members of the Board of Directors: Exclusively internal
Employees: 2 (0.00%)

Delica Spain SL.U.
Managing Director: Judith Hernandez Perez
Chairman of the Board of Directors: Raphael Gugerli
Members of the Board of Directors: Exclusively internal
Employees: 4 (+95.83%)

Delica North America Inc.
Managing Director: Leah Dunmore
Chairman of the Board of Directors: Hans-Ruedi Christen
Members of the Board of Directors: Exclusively internal
Employees: 23 (+11.11%)

M-Industry China
Managing Director: Jose Chiu
Chairwoman of the Board of Directors: Angelika Zacher
Members of the Board of Directors: Exclusively internal
Employees: 5 (-16.67%)
Financial Services

**Migros Bank AG (+ branch offices)**
Managing Director: Manuel Kunzelmann
Chairman of the Board of Directors: Fabrice Zumbrunnen
Members of the Board of Directors: Irene Billo-Riediker (internal), Peter Meier (external), Isabel Stirnimann Schaller (external), Bernhard Kobler (external), Michael Hobmeier (external), Joerg Zulauf (internal)
Employees: 1'665 (+5.74%)

**Hotelplan Group**
Managing Director: Laura Meyer
Chairman of the Board of Directors: Fabrice Zumbrunnen
Members of the Board of Directors: Nobert Munsch (external), Thomas Stirnimann (external), Stefan Leser (external), Joerg Zulauf (internal)
Employees: 979 (-16.27%)*

* New calculation basis

**Other companies**

**Medbase AG**
Managing Director: Marcel Napierala
Chairman of the Board of Directors: Fabrice Zumbrunnen
Members of the Board of Directors: Martin Lutz (internal), Roman Ziegler (internal), Reto Dahinden (external), Benno Fuchs (external)
Employees: 3'023 (+8.95%)

**Migros Online Ltd.**
Managing Director: Katrin Tschannen
Chairman of the Board of Directors: Matthias Wunderlin
Members of the Board of Directors: Exclusively internal
Employees: 488 (+47.33%)
Migros Verteilbetrieb AG
Managing Director: Daniel Waltenspühl
Chairman of the Board of Directors: Rainer Baumann
Members of the Board of Directors: Exclusively internal
Employees: 1619 (-14.16%)

Mitrea AG
Managing Director: Gabriela Federer
Chairman of the Board of Directors: Werner Schiesser (external)
Members of the Board of Directors: Hans-Ulrich Pfyffer (external), Cornelia Ritz Bossicard (external)
Employees: 41 (+6.80%)

Ferrovia Monte Generoso SA
Managing Director: Lorenz Bruegger
Chairwoman of the Board of Directors: Sarah Kreienbühl
Members of the Board of Directors: Carlo Croci (external), Monica Duca Widmer (external)
Employees: 60 (-24.37%)

Migros Digital Solutions AG (Sparrow Ventures)
Managing Director: Lorenz Lüchinger
Chairman of the Board of Directors: Michel Gruber
Members of the Board of Directors: Exclusively internal
Employees: 38 (+32.18%)

Migros Hong Kong Ltd.
Managing Director: Rose Kow
Chair of the Board of Directors: –
Members of the Board of Directors: –
Employees: 79 (-1.46%)

Migros India Private Ltd
Managing Director: Kavaita Bhatia
Chair of the Board of Directors: –
Members of the Board of Directors: –
Employees: 26 (-4.32%)
Foundations & Pension Fund

Fondation Parc Pré Vert du Signal de Bougy
Chairman of the Board of Trustees: Anton Chatelan
Managing Director Christophe Reymond
Employees –

G. and A. Duttwieier Foundation
Chairman of the Board of Trustees: David Bosshart
Employees –

Gottlieb Duttweiler Institute GDI, Rüschlikon
Chairwoman of the Board of Trustees: Sarah Kreienbühl
Managing Director Lukas Jezler
Employees 56 (~14.65%)

Migros Pension Fund (MPF)
Chairman of the Board of Trustees: Jörg Zulauf
Managing Director Christoph Ryter
Employees 532 (+1.63%)

Park im Grüene, Rüschlikon
Chairwoman of the Board of Trustees: Sarah Kreienbühl
Managing Director Jörg Blunschi
Employees –

Park im Grün, Münchenstein
Chairwoman of the Board of Trustees: Sarah Kreienbühl
Managing Director Florian Stöter-Tillmann
Employees –
Adele Duttwiler Preis

Adele Duttwiler Prize Foundation
Chairman of the Board of Trustees: Max Alter
Employees –

"Gurten-Park im Grünen" Foundation
Chairwoman of the Board of Trustees: Sarah Kreienbühl
Managing Director Hans Traffelet
Employees –

Gurten Park
Responsibility

Migros takes its responsibility towards society, the environment and all stakeholders very seriously. This means finding a balance between economic, environmental and social goals. Together, they shape the actions and attitudes of the Migros Group.
Sustainable development

Ambitious climate targets, products with a transparent sustainability rating, and new organic food refill points throughout Switzerland: Migros made excellent progress in all strategic areas in 2021.

Ambitious climate targets set
In the reporting year, the Migros Group set itself the ambitious climate target of achieving net-zero by 2050. To reach this goal, it is pursuing a “reduce the maximum, offset the rest” strategy. A milestone target in 2030 is to reduce the Migros Group’s greenhouse gas emissions by 70% in comparison with 2019. Across the whole supply chain, the goal is to reduce greenhouse gas emissions by almost 30% in the same period.

By joining the Science Based Targets Initiative (SBTi) in 2020, the Migros Group has already committed to meeting comprehensive climate targets intended to limit global warming to 1.5°C. These targets, which are compatible with the Paris Agreement, have now been officially validated by SBTi.

Transparent sustainability with M-Check
With M-Check, Migros has been offering a high level of transparency on the sustainability of its own brands since 2021. Products are awarded one to five stars for animal welfare and climate compatibility, and this rating is displayed on the packaging. By the end of the reporting year, more than 3'000 products had already been rated with M-Check. The aim is for all Migros own brands to carry the rating by 2025.

New refill points throughout Switzerland for organic products
At the end of 2021, customers in 24 Migros branches were able to refill selected organic food products themselves and thus avoid the need for disposable packaging. The number of branches that offer this service will be doubled in the current year. The packaging-free refill points have already been used by over 50'000 customers since they were introduced.
Migros makes numerous contributions to strengthening social cohesion in Switzerland. Since 2021, the Migros Group’s social initiatives have been combined and communicated under one name: Migros Commitment.

Each year, Migros contributes more than CHF 160 million towards social causes. It creates a wide range of opportunities and launches bold initiatives in the areas of community, culture, education, health, technology and ethics, as well as climate and resources.

Since 2021, Migros has combined and communicated all its initiatives in this area under the name "Migros Commitment". These include Migros Culture Percentage, the Migros Pioneer Fund (formerly the Engagement Migros Development Fund) and the Migros Aid Fund.

In 2021, Migros Culture Percentage invested CHF 142 million in culture, society, education, leisure and business. The permanent institutions include the Gottlieb Duttweiler Institute (GDI), Migros Club School, Ferrovia Monte Generoso, the Migros Museum of Contemporary Art and the four "im Grünen" parks.

With the Migros Pioneer Fund, Migros extended its social commitment to other companies of the Migros Group in 2012. CHF 17 million was made available in the reporting year (CHF 18 million spent).

The Migros Aid Fund has been supporting social and ecological development aid projects in Switzerland and worldwide since 1979. CHF 1 million is made available for this purpose each year.

migros-engagement.ch
Health

The health of the population is important to Migros. In 2021, it underlined its commitment to health with new offers in the areas of psychotherapy and psychology.

To give the Swiss population better access to integrated care, Migros stepped up its activities in the health sector in 2021. For example, the network of medical, dental and pharmaceutical contact points of the Medbase Group was expanded. In addition, Medbase helped to deal with the Covid-19 pandemic through its participation in the cantonal vaccination and testing centre in Winterthur (ZH) and by providing vaccination and testing services in Medbase Medical Centres and pharmacies.

In the area of dental care, bestsmile, a teeth correction and cosmetic dentistry start-up that counts Sparrow Ventures among its investors, grew its network of practices to more than 36 throughout Switzerland in 2021.

In the areas of optometry and hearing aids, MiSENSO opened seven more specialist stores in German-speaking Switzerland in 2021.

With its entry into the fields of psychotherapy and psychology, Migros expanded its integrated healthcare portfolio in the reporting year. WePractice is a modern group practice that provides access to flexible spaces. Migros also increased its stake in the online platform HelloBetter, which offers psychological therapy courses.

Since 2021, the health platform iMpuls has also been offering personal health coaching to help people in Switzerland lead a healthy lifestyle.

Migros now stocks more than 1'000 certified vegan and vegetarian products, making it even easier to follow a plant-based diet. The own-brand range V-Love was expanded to more than 130 products in the reporting year.
Personnel Figures

The Migros Group made it through the second year of the pandemic, due in no small part to its dedicated employees.

Workforce

With 97'541 employees in more than 100 companies, the Migros Group is the largest private employer in Switzerland. The workforce shrank by 1.6% in comparison with the previous year, due mainly to staff reductions in the strategic business units Travel (~26.4%) and Migros Industrie (~6.0%). While the Hotelplan Group continued to struggle with the effects of the pandemic, the reduction at Migros Industrie was due to the sale of Saviva AG in particular. The number of employees in Cooperative Retailing remained constant. In contrast, the number of employees in online retail saw a year-on-year increase of 35.7%¹, while the workforce in the health segment grew by 9.1%. The gross fluctuation rate² for employees paid a monthly salary was 16.9%, of which internal transfers within Migros made up 2.6%.

88% of employees are employed in Switzerland; just under 60% are female and around half work part time. The average age is 41.3 years: 27% of employees are under 30, 45% are aged 31–50 and 28% are over 50. Around 47'000 employees (64%) in Switzerland³ are covered by a collective labour agreement.

Employee retention at the Migros Group is extremely high. Employees stay with Migros for 10.8 years on average. Around 1'450 jobs in various sectors were advertised on the Migros Group job platform “Arbeitswelt” during the course of 2021.

→ Main key figures

Employee by strategic business units
1 Coop. Retailing: 71'537
2 Migros Industrie: 13'119
3 Commerce: 9'263
4 Travel: 1'900
5 Financial Services: 1'722

Key figures Workforce

<table>
<thead>
<tr>
<th></th>
<th>Number of employees</th>
<th>Proportion of people covered by N-CLA</th>
<th>Number of trainees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>97'541</td>
<td>47'005</td>
<td>3'621</td>
</tr>
<tr>
<td>Cooperative Retailing</td>
<td>71'537</td>
<td>34'987</td>
<td>2'781</td>
</tr>
<tr>
<td>Migros Industrie</td>
<td>13'119</td>
<td>10'015</td>
<td>559</td>
</tr>
<tr>
<td>Commerce</td>
<td>9'263</td>
<td>543</td>
<td>141</td>
</tr>
<tr>
<td>Travel</td>
<td>1'900</td>
<td>534</td>
<td>79</td>
</tr>
<tr>
<td>Financial Services</td>
<td>1'722</td>
<td>926</td>
<td>62</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>Cooperative Retailing</td>
<td>Migros Industry</td>
</tr>
<tr>
<td>----------------------</td>
<td>---------------</td>
<td>-----------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td><strong>Proportion of women/men</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Women</td>
<td>Men</td>
<td>Full time</td>
</tr>
<tr>
<td></td>
<td>58.6%</td>
<td>41.4%</td>
<td>50.8%</td>
</tr>
<tr>
<td><strong>Proportion of full-time/part-time employees</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Proportion of age groups</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Proportion of employees from Switzerland/other countries</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 These figures relate exclusively to Migros Online SA, Migros Digital Solutions and Digitec Galaxus.
2 The gross fluctuation rate includes all departures including natural (retirement, death, temporary employment contract), involuntary (initiated by employer) and voluntary (initiated by employee), and internal transfers within Migros.
3 The population only includes employees in Switzerland. It does not include those with a management contract or employees with an employment level of below 20% who are paid by the hour.

Compensation

Personnel costs increased by 0.1% to CHF 5’906 million in 2021. In nominal terms, the wages paid by Migros companies that fall under the Collective Labour Agreement (N-CLA) rose by 0.4% on average. Between 2017 and 2021, wages rose by 3.2% in nominal terms and by 1.5% in real terms on average.

For employees covered by the N-CLA, a decision was made in the reporting year to standardise and increase the minimum and reference wages at national level from the start of 2022.

The regional Migros Cooperatives passed the legally required equal pay analysis. However, Migros Group companies also go above and beyond the legal requirements and have long pursued the principle of “equal pay for equal work”. With the help of relevant tools, salaries are determined on the basis of position alone. This means they are not influenced by gender, origin, religion, skin colour or any other characteristics that could give rise to discrimination.
Employee pension plans

The Migros Pension Fund (MPF) is responsible for the occupational pensions for its members in 38 associated companies of the Migros Group. In 2021, it looked after some 51,700 members and 29,300 pensioners.

The MPF provides above-average pension benefits. Furthermore, the employer pays two thirds of the total contributions. In 2021, the MPF generated a net return of 8.5% on its capital investments of CHF 29.7 billion. The coverage ratio increased to 133.9% at the end of 2021. The pension capital was calculated with a technical interest rate of 1.5% on the basis of the BVG 2020 base tables, using the generational concept for mortality assumptions. The MPF pursues a sustainable investment policy and supports the targets of the Paris Agreement.
Talent Management

Migros supports the ongoing development of its employees with a wide range of training, continuing education and support programmes.

With blended learning and digital courses, Migros encourages autonomous learning among its employees.

To facilitate Migros’ evolution into a learning organisation, the project "Neue Lernwelt" was continued in 2021. With blended learning and digital courses, Migros encourages autonomous learning among its employees. Staff of all departments in all Migros companies can learn from any location in their own time and at their own pace. Migros thereby improves the employability, commitment and career prospects of its employees.

To help Migros achieve its strategic goals, a comprehensive talent management system (TMS) was introduced in the previous year. This ensures the personal and professional development of employees and increases the long-term mobility of high-potential employees within the Migros Group. The goals of employees are tied to those of the company by means of clear objectives and skill-specific development measures. Active dialogue between staff and managers, combined with a strong feedback culture, facilitate the continuous development of employees. Structured talent conferences and cross-company succession planning enable more key positions to be filled by internal candidates.

Trainees by strategic business units
1 Cooperative Retailing: 2'781
2 Migros Industrie: 559
3 Commerce: 141
4 Travel: 79
5 Financial Services: 62
Migros’ commitment to training and education within society is second to none.

More than 3'600 young people¹ completed their basic training in more than 60 different professions in the Migros Group and thereby played an active part in shaping the future of the company.

96% of trainees successfully completed their apprenticeship in summer 2021. The average rate of subsequent employment stood at 66% in the reporting year. 1'430 motivated trainees started an apprenticeship.

Through various programmes, 150 struggling youngsters were given support in getting started with their career or finding a job. With its new service to support the social inclusion of young people, Migros has taken another decisive step to increase its commitment in this area.

¹ The value is now shown as an average of the monthly figures for the calendar year.
Diversity & Inclusion

The diversity and different experiences, views and skills of the workforce are essential to ensuring that Migros remains a successful and innovative company.

In 2021, 31% of Migros' workforce consisted of foreign nationals from more than 170 countries. The proportion of female employees was 16% at director level and 30% at executive level. Migros is always striving to further increase diversity at these leadership levels.

The compatibility of work and family is very important at Migros. The company supports flexible working at all levels. In 2021, 49% of Migros employees worked part time; two thirds of these were women and a quarter were men.

To further strengthen Diversity & Inclusion, a three-pronged strategy was developed in 2021. With an inclusive corporate culture, equal opportunities and flexible working conditions, Migros creates an environment in which diversity can flourish.

Migros has introduced the first measures for these priorities, including advertising full-time roles of 80% to 100%, supporting flexible and remote working, and using inclusive language. Further measures are planned and their progress will be continuously monitored and communicated.

With an inclusive corporate culture, equal opportunities and flexible working conditions, Migros creates an environment in which diversity can flourish.

Key figures Diversity & Inclusion

<table>
<thead>
<tr>
<th></th>
<th>Proportion of women at director/ executive level</th>
<th>Proportion of part-time employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Executive</td>
<td>Director</td>
</tr>
<tr>
<td>Total</td>
<td>30.3%</td>
<td>15.9%</td>
</tr>
<tr>
<td>Cooperative Retailing</td>
<td>30.2%</td>
<td>20.3%</td>
</tr>
<tr>
<td>Migros Industry</td>
<td>24.6%</td>
<td>18.9%</td>
</tr>
<tr>
<td>Commerce</td>
<td>30.1%</td>
<td>5.8%</td>
</tr>
<tr>
<td>Travel</td>
<td>52.8%</td>
<td>24.8%</td>
</tr>
<tr>
<td>Financial Services</td>
<td>30.0%</td>
<td>9.6%</td>
</tr>
</tbody>
</table>
Health & Performance

Migros offers its employees continuous support in the areas of health and safety in order to improve their wellbeing, commitment and performance.

Migros is active in the following strategic areas: occupational health and safety, physical and mental health, employability and employee commitment.

By implementing a systematic health system – the group-wide solution (GWS) M-Group – Migros protects its employees against accidents in the workplace and work-related illness. The GWS defines mandatory safety standards based on regulatory requirements and the companies' needs. It is externally audited and recertified every five years by the Federal Coordination Commission for Occupational Safety. In addition, the Migros Group companies undergo regular internal audits to ensure compliance with legal and company requirements. These efforts are reflected in a low occupational accident rate of 0.3%.

Migros also takes measures above and beyond the statutory health and safety requirements to ensure a safe working environment and healthy employees. Thirteen Migros companies have been awarded the Friendly Work Space quality label by the Swiss Health Promotion Foundation for their efforts in the area of occupational health management (OHM). Under the own brand well@Migros, all Migros Industrie companies have committed to doing as much as possible to ensure the health and wellbeing of their employees. Despite the pandemic, the Migros Group's average rate of absenteeism due to illness remained constant at 4.6%, and absence due to non-occupational accidents was low at 0.5%.

High level of commitment
Migros also takes measures above and beyond the statutory health and safety requirements to ensure a safe working environment and healthy employees. Thirteen Migros companies have been awarded the Friendly Work Space quality label by the Swiss Health Promotion Foundation for their efforts in the area of occupational health management (OHM). Under the own brand well@Migros, all Migros Industrie companies have committed to doing as much as possible to ensure the health and wellbeing of their employees. Despite the pandemic, the Migros Group's average rate of absenteeism due to illness remained constant at 4.6%, and absence due to non-occupational accidents was low at 0.5%.

To maintain the employability of its people, Migros offers a wide range of training and development options for employees and managers. It also promotes flexible working models and offers the possibility of reducing working hours in the lead up to retirement.

The success of the investments in health and performance and in the corporate culture is reflected in the excellent results with regard to long-term employee commitment. The results across all participating companies of the Migros Group were well above the Swiss benchmark.

Key figures Absence

<table>
<thead>
<tr>
<th>Rates of absenteeism</th>
<th>Illness</th>
<th>Occupational accidents</th>
<th>Non-occupational accidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>4.6%</td>
<td>0.3%</td>
<td>0.5%</td>
</tr>
<tr>
<td>Cooperative Retailing</td>
<td>4.7%</td>
<td>0.3%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Migros Industry</td>
<td>4.6%</td>
<td>0.4%</td>
<td>0.5%</td>
</tr>
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