

Group strategy

Migros is recognised by its customers, its employees and the general public as the leading company for improving quality of life.

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.

Strategy

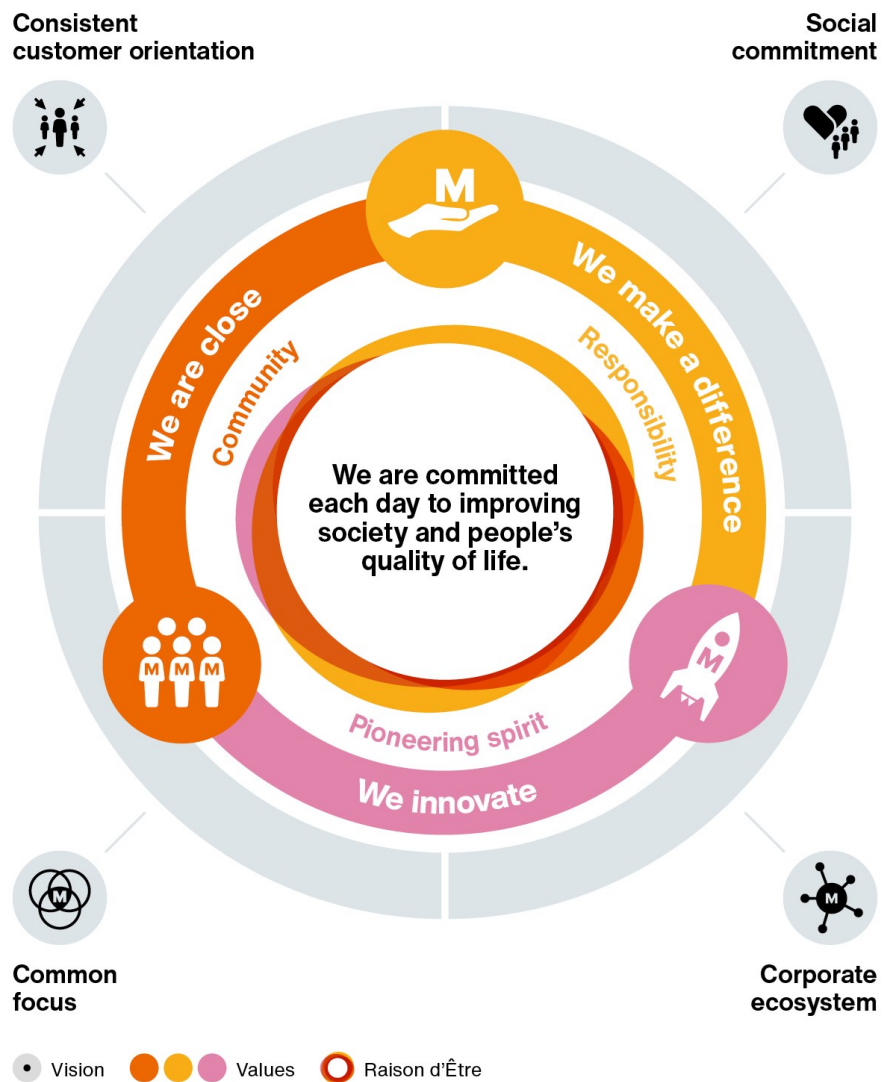
The strategy is formulated by the Executive Board on behalf of the Board of Directors of the Federation of Migros Cooperatives (FMC) and approved by the latter.

The Migros Group is a diversified and vertically integrated group of companies with retail as the core business. The Migros Group's business entities act as independent businesses as far as possible, with clear objectives and roles. They are grouped into consumption categories according to their strategic focus (nutrition & enjoyment; health & well-being; lifestyle & home; payment, investment & financing).

Strategic initiatives create potential for added value and synergies, which can be implemented through a joint, integrative effort.

The mission statement is the core component of the strategy and consists of three elements: vision, values and raison d'être.

Mission



Vision

The vision has four dimensions:

- Consistent customer orientation: The Migros Group focuses consistently on meeting the needs of its customers.
- Social commitment: The Migros Group sets the benchmark for social commitment in Switzerland.
- Common focus: The Migros Group has an overriding strategic focus to which all activities are aligned.
- Corporate ecosystem: The Migros Group and its companies are structured in a way that ensures long-term profitability for the Group.

Values

Three core values determine how Migros employees work with customers and each other:

- Community: We are close. Close to our customers – we consider things from their perspective. We are close to our partners and in constant dialogue with them. And we make a sustained contribution to the development of the Swiss economy.
- Responsibility: We make a difference. We are committed to meeting the needs of our customers, improving quality of life and fulfilling our responsibilities towards society.
- Pioneering spirit: Migros innovates and creates – with new, distinctive products and services, innovative business models, and modern and attractive working conditions for our employees.

Raison d'être

"We are committed each day to improving society and people's quality of life."

➤ corporate.migros.ch/migros-gruppe/strategie

Subsidiaries & Equity Interests

The Migros Group includes the Migros Industrie companies, various retail, health 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 strategically managed by members of the Executive Board. The member responsible for the area usually acts as the chair of the respective board of directors.

The members of the Executive Board are also responsible for the composition of the boards of directors, which are generally made up 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, Hotelplan Management Ltd, Medbase AG, Migros Bank AG, MiSENSO AG and Mitreva Ltd.

Subsidiaries and direct participatory interests (operational), in alphabetical order by strategic business unit and foundation and pension fund, as at 31 December 2022:

Commerce



↗ Denner

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), Peter Diethelm (internal)

Employees 6'042 (-1.3 %)



↗ Digitec Galaxus

Digitec Galaxus Ltd.

Managing Director: Florian Teuteberg

Chairman of the Board of Directors Michel Gruber

Members of the Board of Directors Exclusively internal

Employees 1'850 (-10.5 %)

ex libris

Ex Libris AG

Managing Director: Daniel R  thlin

Chairman of the Board of Directors Michel Gruber

Members of the Board of Directors Exclusively internal

Employees 207 (+0.6 %)

➤ Ex Libris

MIGROL

Migrol AG

Managing Director: Andreas Fl  tsch

Chairman of the Board of Directors Michel Gruber

Members of the Board of Directors Exclusively internal

Employees 229 (  1.3 %)

➤ Migrol

migrolino

migrolino Ltd

Managing Director: Markus Laenzlinger

Chairman of the Board of Directors Michel Gruber

Members of the Board of Directors Exclusively internal

Employees 184 (+3.9 %)

➤ migrolino

Migros Industrie



Aproz Sources Min  rales SA

Managing Director: Hans Rudolf Christen

Chairman of the Board of Directors Armando Santacesaria

Members of the Board of Directors Exclusively internal

Employees 157 (  5.7 %)

➤ Aproz

**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** 1'002 (-0.5 %)

➤ Bischofszell

**Delica AG**

Managing Director: Raphael Gugerli

Chairman of the Board of Directors Armando Santacesaria**Members of the Board of Directors** Exclusively internal**Employees** 1'878 (+34.8 %)

➤ Delica

**Estavayer Lait SA**

Managing Director: Matthew Robin

Chairman of the Board of Directors Armando Santacesaria**Members of the Board of Directors** Exclusively internal**Employees** 696 (+4.4 %)

➤ Elsa

**Jowa AG**

Managing Director: Hans Rudolf Christen

Chairman of the Board of Directors Armando Santacesaria**Members of the Board of Directors** Exclusively internal**Employees** 2'988 (-2.5 %)

➤ Jowa



➤ Mibelle Group

Mibelle AG

Managing Director: Peter Müller

Chairman of the Board of Directors Armando Santacesaria

Members of the Board of Directors Exclusively internal

Employees 664 (+36.1 %)



➤ Micarna

Micarna SA

Managing Director: Peter Hinder

Chairman of the Board of Directors Armando Santacesaria

Members of the Board of Directors Exclusively internal

Employees 2'653 (-2.1 %)



➤ Mifroma

Mifroma SA

Managing Director: Matthew Robin

Chairman of the Board of Directors Armando Santacesaria

Members of the Board of Directors Exclusively internal

Employees 279 (+1.5 %)

MIGROS Industrie

➤ Migros Industrie

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 94 (+6.9 %)

Delica France SAS

Managing Director: Ghassan Kara

Chairman of the Board of Directors Raphael Gugerli

Members of the Board of Directors Exclusively internal

Employees 74 (+39.6 %)

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 (0.0 %)

Delica Spain S.L.U.

Managing Director: Judith Hernandez Perez

Chairman of the Board of Directors Raphael Gugerli

Members of the Board of Directors Exclusively internal

Employees 5 (+17.0 %)

Delica North America Inc.

Managing Director: Leah Dunmore

Chairman of the Board of Directors Armando Santacesaria

Members of the Board of Directors Exclusively internal

Employees 27 (+16.8 %)

M-Industry China

Managing Director: Jose Chiu

Chairwoman of the Board of Directors Angelika Zacher

Members of the Board of Directors Exclusively internal

Employees 6 (+28.3 %)

Financial Services

MIGROS BANK

➤ Migros Bank

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), Isabelle Zimmermann (internal)

Employees 1'749 (+5.0 %)

Travel**Hotelplan Group**

Managing Director: Laura Meyer

Chairman of the Board of Directors Fabrice Zumbrunnen**Members of the Board of Directors** Thomas Stirnimann (external), Stefan Leser (external), Isabelle Zimmermann (internal)**Employees** 1'027 (+4.9 %)*

↗ Hotelplan

* 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), Reto Dahinden (external), Benno Fuchs (external), Claudia Pletscher (external)**Employees** 3'236 (+7.0 %)

↗ medbase

**Migros Online SA**

Managing Director: Katrin Tschannen

Chairman of the Board of Directors Matthias Wunderlin**Members of the Board of Directors** Exclusively internal**Employees** 701 (+43.8 %)

↗ Migros Online

**Migros Verteilbetrieb AG**

Managing Director: Daniel Waltenspühl

Chairman of the Board of Directors Rainer Baumann**Members of the Board of Directors** Exclusively internal**Employees** 1'507 (+31.9 %)

↗ MVB

misenso

➤ MiSENso

MiSENso AG

Managing Director: David Resch

Chairwoman of the Board of Directors Sarah Kreienbühl

Members of the Board of Directors Exclusively internal

Employees 111 (+93.2 %)

MITREVA

➤ Mitreva

Mitreva AG

Managing Director: Gabriela Federer Wenger

Chairman of the Board of Directors Werner Schiesser (external)

Members of the Board of Directors Hans-Ulrich Pfyffer (external), Cornelia Ritz Bossicard (external)

Employees 38 (-6.8 %)

MONTE GENEROSO

➤ Monte Generoso

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 64 (+7.0 %)

sparrow ventures

➤ Sparrow Ventures

Migros Digital Solutions Ltd (Sparrow Ventures)

Managing Director: Lorenz Lüchinger

Chairman of the Board of Directors Michel Gruber

Members of the Board of Directors Exclusively internal

Employees 50 (+30.0 %)

Migros Hong Kong Ltd.

Managing Director: Grégory Décaillet

Chairman of the Board of Directors –

Members of the Board of Directors –

Employees 85 (+8.1 %)

Migros India Private Ltd

Managing Director: Radhika Bhateja

Chairman of the Board of Directors –**Members of the Board of Directors –****Employees** 26 (0.0 %)**Foundations & Pension Fund****Fondation Parc Pré Vert du Signal de Bougy****Chairman of the Board of Trustees:** Anton Chatelan

Managing Director: Christophe Reymond

Employees –

↗ Parc Pré Vert

**G. und A. Duttweiler
Stiftung****G. und A. Duttweiler-Stiftung****Chairman of the Board of Trustees:** David Bosshart**Employees –**

↗ GDI

Gottlieb Duttweiler Institute GDI, Rüschlikon**Chairwoman of the Board of Trustees:** Sarah Kreienbühl

Managing Director: Lukas Jezler

Employees 52 (–7.7 %)**MPK****MIGROS-PENSIONSKASSE**

↗ MPK

Migros Pension Fund (MPF)**Chairwoman of the Board of Trustees:** Isabelle Zimmermann

Managing Director: Christoph Ryter

Employees 557 (+4.8 %)



➤ Park im Grüene

Park im Grüene, Rüslikon

Chairwoman of the Board of Trustees: Sarah Kreienbühl

Managing Director: Jörg Blunshi

Employees –



➤ Park im Grünen

Park im Grünen, Münchenstein

Chairwoman of the Board of Trustees: Sarah Kreienbühl

Managing Director: Florian Stöter-Tillmann

Employees –

Adele Duttweiler Preis

Adele Duttweiler Prize Foundation

Chairman of the Board of Trustees: Jean-Marc Bovay

Employees –



➤ Gurten Park

“Gurten-Park im Grünen” Foundation

Chairwoman of the Board of Trustees: Sarah Kreienbühl

Managing Director: Hans Traffelet

Employees –

Responsibility

Migros takes its responsibility towards society and the environment very seriously. This means finding a balance between economic, environmental and social goals. These principles shape the actions and attitudes of the Migros Group.

Sustainable development

Ambitious climate targets, products with a transparent sustainability rating and stronger efforts to tackle food waste: Migros made excellent progress in all strategic areas in 2022.



➤ GRI Content Index

The Migros Group has set itself the ambitious climate target of achieving net zero by 2050. It is aiming for a 70 % reduction in the Group's greenhouse gas emissions by 2030 in comparison with 2019, and a reduction of around 27.5 % across the entire supply chain. These targets were officially validated by the Science Based Targets Initiative (SBTi) in 2022.

To meet its climate targets, the Migros Group took various measures in 2022 with the help of its suppliers and customers. For example, Migros Online customers can now make a voluntary ➤ climate contribution to reduce the carbon emissions produced by their shopping. In addition, investments were made in ➤ expansion of the electric charging station network to encourage more environmentally friendly transport.

More transparency when shopping

With ➤ M-Check, Migros introduced a high level of transparency in the sustainability of its own brands in Cooperative Retailing in 2021. In the reporting year, existing criteria of “climate compatibility” and “animal welfare” were supplemented with “environmentally friendly packaging” and “fish from responsible sources”. In addition, synergies were leveraged within the Migros Group: Denner introduced ➤ IMPACT with the criteria “animal welfare” and “climate compatibility” based on M-Check.

Stronger efforts to tackle food waste

In 2022, Migros signed a ➤ cross-sector agreement aimed at reducing food waste. The goal is to halve avoidable food waste by 2030 compared with 2017. The participating companies make a commitment to a reduction in food waste with relevant measures along the entire value chain, and report annually on their progress to the federal government.

Sustainability reporting

On its corporate website, the Migros Group reports continuously on the progress made in the area of sustainability. The ➤ GRI Content Index is updated and the relevant figures for the reporting year are published at the same time as the Annual Report.

➤ Migros Group sustainability strategy

➤ Migros Group climate & energy strategy

Migros Commitment

Migros makes numerous contributions to strengthening social cohesion in Switzerland. Migros Commitment launched its first volunteering initiative in 2022.






139 million


was invested in cultural and social initiatives by Migros Culture Percentage (in CHF).


Each year, Migros contributes more than CHF 156 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.


These are combined and communicated under the “Migros Commitment” brand. In 2022, the first volunteering initiative was launched with a neighbourhood theme.

Group-wide support

In 2022,  Migros Culture Percentage invested CHF 139 million in culture, society, education, leisure and the economy. 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 in 2012 to other companies of the Migros Group. In total, CHF 16 million was made available (CHF 16 million spent) in the reporting year.

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. In 2022, a new pilot project for start-up funding was launched.

 migros-engagement.ch

Health

Migros stepped up its activities in the health sector in 2022 to give the Swiss residents better access to integrated care.

167

Medbase locations in total

Together with other relevant stakeholders in the healthcare sector, the Medbase Group launched the digital health ecosystem **71** Compassana in the reporting year. Its aim is to integrate and coordinate medical and healthcare providers on a digital platform.

In addition, the network of medical, dental and pharmaceutical contact points was expanded to more than 160 Medbase locations. With 67 centres, of which seven are approved by Swiss Olympics, Medbase Sports Medical Center is now the biggest provider of outpatient sports medical services.

36

locations of the start-up BestSmile

Expansion of BestSmile and WePractice

With 36 locations, the dental start-up **71** BestSmile has established itself as the market leader in aesthetic teeth corrections.

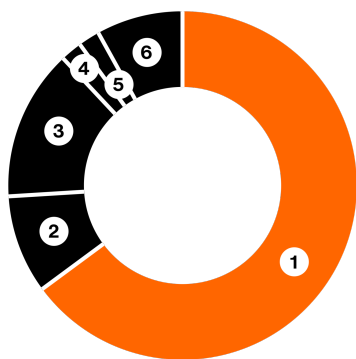
With **71** WePractice, Migros also increased its involvement in the fields of psychotherapy and psychology in 2022. WePractice now comprises ten practices and works with more than 150 self-employed therapists.

In the areas of optometry and hearing aids, **71** MiSENSO opened six more specialist stores and launched its own glasses brand. As at the end of December 2022, MiSENSO had more than 15 stores.

Personnel Figures

The Migros Group generated record sales in 2022, due in no small part to its dedicated employees.

Workforce



Employees by strategic business units

1 Coop. Retailing: 63'830
2 Commerce: 9'065
3 Migros Industrie: 13'321
4 Financial Services: 1'823
5 Travel: 2'117
6 Others: 7'571

In 2022, the Migros Group employed an average of 97'727 people in more than 100 companies and remains the largest private employer in Switzerland. The number of employees was almost unchanged from the previous year (+0.2 %). Although the workforce shrank slightly in Cooperative Retailing (-2.0 %) and Commerce (-2.1 %), the number of employees increased significantly in the health segment. After the pandemic-related decline of previous years, the number of people employed in the travel industry rose again.

Of the Migros Group's total workforce of 97'727, 88 % were employed in Switzerland and 58.5 % were female. Of the 85'855 employees in Switzerland, about half worked part time, 77 % were paid a monthly salary and 70 % were covered by a collective labour agreement. The average age was 40.8 years (2021: 41.5 years), whereby 26.3 % were under 30, 45.5 % were aged 31-50 and 28.1 % were over 50.

The gross fluctuation rate for employees on a monthly salary rose to 20.0 % (2021: 16.9 %), of which 3.0 % were internal transfers within Migros and 2.8 % constituted natural staff turnover. Despite the higher fluctuation rate, employee retention at Migros Group companies remains high. This is reflected in repeatedly high satisfaction scores in the employee surveys and the above-average length of service of 10.6 years (2021: 10.8 years).

→ Main key figures

Key figures Workforce

	Number of employees		Number of full time equivalent		Proportion of women		Proportion of employees from Switzerland	
	2021	2022	2021	2022	2021	2022	2021	2022
Total	97'541	97'727	70'276	70'880	58.6 %	58.5 %	87.8 %	87.9 %
Cooperative Retailing	65'142	63'830	44'192	43'794	61.5 %	60.9 %	86.4 %	86.4 %
Commerce	9'263	9'065	7'366	7'389	59.8 %	60.3 %	95.9 %	95.0 %
Migros Industry	13'119	13'321	12'319	12'545	34.9 %	35.4 %	89.4 %	87.6 %
Financial Services	1'722	1'823	1'546	1'625	48.9 %	47.7 %	100.0 %	100.0 %
Travel	1'900	2'117	1'677	1'892	70.0 %	67.8 %	51.5 %	48.5 %
Other*	6'394	7'571	3'176	3'634	76.0 %	76.6 %	94.9 %	100.0 %

Durchschnitt Kalenderjahr der monatlich erhobenen Zahlen. Grundgesamtheit sind alle Mitarbeitenden der konsolidierten Unternehmen der Migros-Gruppe im In- und Ausland (N = 97'727).

* Im Segment «Übrige» werden unterstützende Aktivitäten zusammengefasst, welche für sich alleine kein eigenständiges strategisches Geschäftsfeld bilden. Das Segment «Übrige» beinhaltet Unternehmen wie z.B. die Medbase Gruppe, movemi AG, oder MiSenso AG.

¹ versus Männeranteil

² versus Anteil Mitarbeitende im Ausland

	Number of apprentices Switzerland			
	2021	2022	2022	2022
Total	45'855	47'616	3'754	4.4 %
Cooperative Retailing	33'669	34'582	2'510	4.5 %
Commerce	543	555	172	2.0 %
Migros Industry	10'015	10'180	501	4.3 %
Financial Services	926	944	66	3.6 %
Travel	534	580	66	6.4 %
Other	167	774	439	5.8 %

Durchschnitt Kalenderjahr der monatlich erhobenen Zahlen.

¹ GAV = Gesamtarbeitsvertrag. Grundgesamtheit 2021 sind 88 % (N = 62'984) und 2022 92 % (N = 68'106) der Mitarbeitenden in der Schweiz, ausgenommen Mitarbeitende mit einem Kaderarbeitsvertrag und Mitarbeitende im Stundenlohn mit einem Pensum von <20 %.

² Grundgesamtheit sind alle Mitarbeitenden in der Schweiz (N = 85'855)

	Proportion of age groups					
	2021			2022		
	Up to 30	31-50	> 50	Up to 30	31-50	> 50
Total	26.7 %	45.1 %	28.1 %	26.3 %	45.5 %	28.1 %
Cooperative Retailing	27.0 %	43.3 %	29.6 %	26.9 %	43.4 %	29.8 %
Commerce	38.5 %	44.9 %	16.5 %	35.7 %	48.0 %	16.3 %
Migros Industry	18.9 %	50.3 %	30.8 %	18.7 %	50.9 %	30.4 %
Financial Services	28.2 %	47.8 %	23.9 %	27.8 %	48.6 %	23.6 %
Travel	31.4 %	46.1 %	22.5 %	28.0 %	46.5 %	25.4 %
Other	22.3 %	57.2 %	20.5 %	24.4 %	54.0 %	21.6 %

Durchschnitt Kalenderjahr der monatlich erhobenen Zahlen. Grundgesamtheit sind 2021 91 % (N = 78'232) und 2022 93 % (N = 80'163) aller Mitarbeitenden in der Schweiz.

	Proportion of full-time employees			
	2021*	2022**	2021*	2022**
Total	50.7 %	50.9 %	75.8 %	77.0 %
Cooperative Retailing	46.6 %	47.5 %	73.3 %	74.8 %
Commerce	43.1 %	45.2 %	75.7 %	83.4 %
Migros Industry	82.5 %	82.6 %	98.0 %	98.2 %
Financial Services	66.0 %	64.0 %	100.0 %	100.0 %
Travel	63.4 %	63.6 %	99.8 %	99.4 %
Other	8.9 %	12.1 %	16.9 %	26.1 %

Durchschnitt Kalenderjahr der monatlich erhobenen Zahlen. Grundgesamtheit sind 2021 91 % (N = 78'231) und 2022 93 % (N = 80'163) aller Mitarbeitenden in der Schweiz.

¹ versus Teilzeitbeschäftigte

² versus Mitarbeitende im Stundenlohn

	2021*	2022**	2021*	2022**
Total	16.9 %	20.0 %	11.5 %	14.2 %
Cooperative Retailing	14.4 %	19.2 %	11.0 %	13.4 %
Commerce	16.9 %	22.4 %	14.5 %	20.2 %
Migros Industry	25.6 %	19.8 %	11.7 %	12.6 %
Financial Services	13.4 %	15.3 %	11.3 %	13.4 %
Travel	21.2 %	20.0 %	12.3 %	13.5 %
Other	20.6 %	47.0 %	17.6 %	28.5 %

Summe der Anzahl Austritte über das Kalenderjahr im Verhältnis zum Durchschnitt der monatlich erhobenen Mitarbeitenden-Zahlen über das Kalenderjahr. Grundgesamtheit sind 2021 97 % (N = 59'289) und 2022 98 % (N = 60'547) aller Mitarbeitenden im Monatslohn in der Schweiz.

¹ Die Bruttofluktuation beinhaltet alle Austritte inkl. natürliche (Pensionierung, Tod, befristete Arbeitsverhältnisse), unfreiwillige (durch Arbeitgeberin initiiert), freiwillige Abgänge (durch Mitarbeitende initiiert) sowie Migros-interne Wechsel.

² Bei der Nettofluktuation werden natürliche Austritte (ordentliche Pensionierungen, befristete Arbeitsverträge und Tod) und Migros-interne Austritte ausgeschlossen.

Compensation

Personnel costs increased by 3.2 % to CHF 6'094 million in 2022. In nominal terms, the wages paid by Migros companies that fall under the Collective Labour Agreement (N-CLA) rose by 1.0 % on average.

In addition to strengthening the work-life balance, the N-CLA 2023 to 2026 focuses on employee further development, health support and the granting of attractive conditions. For employees covered by the N-CLA, a decision was also made in 2022 to increase the minimum and reference wages by the start of 2024 at the latest.

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 2022, it looked after some 50'900 members and 29'300 pensioners.

In 2022, the MPF generated a net return of -5.6 % on its capital investments of CHF 27.6 billion. The coverage ratio decreased to 124.5 % at the end of 2022. 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. In the current year, the pension scheme will be switched from a defined benefit to a defined contribution plan. The above-average performance will be retained.

Talent Management

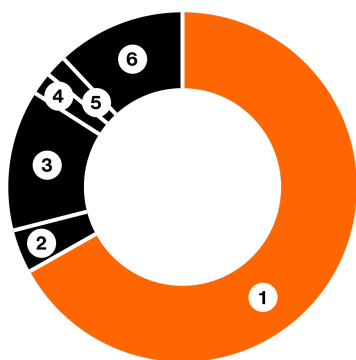
Migros supports the ongoing development of its employees. Individual target agreements and development plans are created in dialogue with them.

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

To develop Migros as a learning organisation, the project “Neue Lernwelt” was expanded in 2022. With blended learning and digital courses, Migros encourages autonomous learning among its employees. It enables staff of all departments in all Migros companies to 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.

A group-wide talent management programme enables the performance and skills of employees to be systematically assessed and developed, and also facilitates succession planning. In addition, talent conferences increase the mobility of high-potential employees within the Migros Group.

Vocational training



Trainees by strategic business units

- 1 Coop. Retailing: 2'510**
- 2 Commerce: 172**
- 3 Migros Industrie: 501**
- 4 Financial Services: 66**
- 5 Travel: 66**
- 6 Others: 439**

60 different professions

Migros' commitment to training and education within society is second to none. A total of 3'754 young people 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 2022. The average rate of subsequent employment stood at 63 % in the reporting year. 1'430 motivated trainees started an apprenticeship.

The range of services to support social inclusion was expanded with an apprenticeship preparation year. A total of 40 places were made available. In addition, various Migros companies throughout Switzerland helped 150 youngsters with difficult requirements to enter the job market.

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 2022, Migros employed people from around 170 countries, of which 59 % were women and 41 % men; 49 % of employees worked part time and 28 % were above the age of 50.

The Migros Group actively promotes equal opportunities and diversity.

➤ Work-life balance and flexible working at all levels are central elements. This is also reflected in the new National Collective Labour Agreement (N-CLA) negotiated with internal and external social partners for 2023 to 2026. Among other changes, it provides for an increase in paternity leave to four weeks.

Work-life balance and flexible working at all levels are central elements in ensuring equal opportunities.

In 2022, the proportion of women was 17 % at director level and 31 % at executive level. The target of increasing the percentage of women in managerial posts to 45 % by 2025 has been incorporated in the sustainability mission statement of the Migros Group.

To promote equal opportunities, the Migros Group supports various communities, provides training to raise awareness and uses inclusive language.

Key figures Diversity & Inclusion

	Proportion of women at director level		Proportion of women at executive level		Proportion of female part-time employees		Proportion of male part-time employees	
	2021	2022	2021	2022	2021	2022	2021	2022
Total	30.0 %	30.6 %	14.8 %	17.4 %	67.1 %	66.9 %	24.3 %	24.5 %
Cooperative Retailing	30.0 %	30.5 %	18.9 %	21.8 %	68.6 %	68.2 %	28.7 %	28.1 %
Commerce	30.1 %	29.1 %	6.1 %	7.1 %	68.6 %	67.4 %	33.1 %	29.4 %
Migros Industry	23.3 %	24.1 %	17.0 %	26.2 %	41.7 %	40.1 %	5.6 %	6.1 %
Financial Services	30.0 %	31.7 %	9.6 %	11.8 %	52.4 %	55.5 %	16.7 %	18.7 %
Travel	52.8 %	52.8 %	24.8 %	24.5 %	45.2 %	44.6 %	15.2 %	17.1 %
Other*					94.8 %	91.3 %	79.5 %	78.3 %

Durchschnitt Kalenderjahr der monatlich erhobenen Zahlen.

¹ Grundgesamtheit für Frauenanteil im Kader und Direktion sind 2021 93 % (N = 79'574) und 2022 91 % (N = 78'283) der Mitarbeitenden in der Schweiz. Das Geschäftsfeld «Übrige» wird ab 2023 ausgewiesen.

² Grundgesamtheit für Teilzeitanteil Frauen und Männer sind 2021 91 % (N = 78'231) und 2022 93 % (N = 80'163) der Mitarbeitenden in der Schweiz.

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 aligns its activities with the following strategic priorities: occupational health and safety, physical and mental health, and employability.

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 State Secretariat for Economic Affairs SECO on behalf of the Federal Coordination Commission for Occupational Safety. In addition, the Migros Group companies undergo regular internal assessments to ensure compliance with legal and company requirements. These efforts are reflected in a relatively low rate of 0.25 % for absenteeism due to occupational accidents (53 accidents per 1'000 personnel units).

Migros also takes measures above and beyond the statutory health and safety requirements to ensure a safe working environment and healthy employees.

Above-average 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. Migros takes numerous measures to improve the employability of its employees and managers.

The average rate of absenteeism in the reporting year stood at 5.2 % (previous year: 4.6 %). Absenteeism due to non-occupational accidents remained low at 0.55 % (134 accidents per 1'000 personnel units).

Key figures Absenteeism

	Rates of illness absenteeism	
	2021	2022
Total	4.6 %	5.2 %
Cooperative Retailing	4.7 %	5.3 %
Commerce	5.2 %	6.4 %
Migros Industry	4.6 %	5.0 %
Financial Services	2.9 %	3.2 %
Travel	1.6 %	2.4 %
Other*	2.6 %	5.4 %

Durchschnitt Kalenderjahr der monatlich erhobenen Zahlen. Grundgesamtheit sind 2021 88 % (N = 75'433) und 2022 91 % (N = 77'941) aller Mitarbeitenden in der Schweiz.

	Rates of absenteeism		Rates of absenteeism	
	2021	2022	2021	2022
Occupational accidents	55	53	0.29 %	0.25 %
Non-occupational accidents	121	134	0.55 %	0.55 %

¹ Grundgesamtheit sind 2021 91 % (N = 56'768) und 2022 87 % (N = 53'984) aller Personaleinheiten in der Schweiz.

² Grundgesamtheit sind 2021 78 % (N = 66'728) und 2022 81 % (N = 69'631) aller Mitarbeitenden in der Schweiz.