

Group strategy

Migros is committed each day to improving society and people's quality of life. The 2022–2025 strategy provides the strategic blueprint to achieve this.

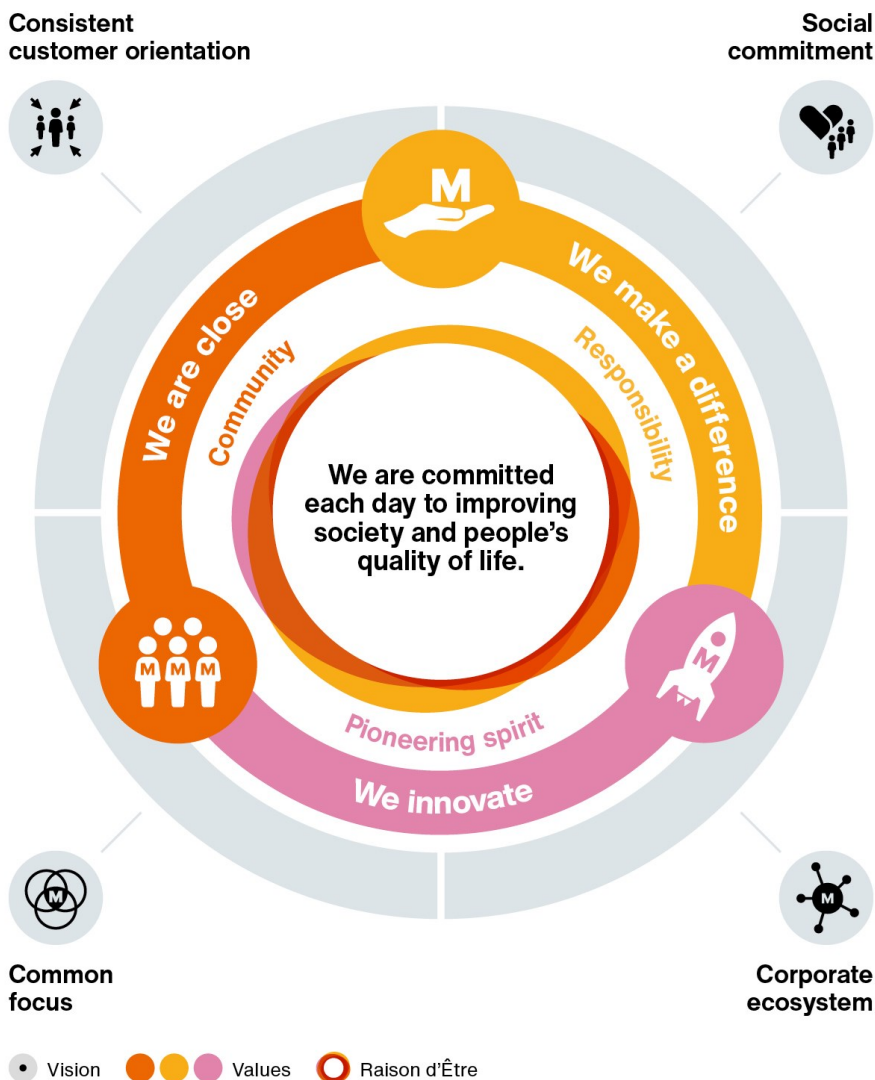
Migros' products and services are oriented to everyday needs. Its range is directed at all sections of society and their specific needs for a better quality of life.

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).

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.”

➤ Migros Group strategy

Subsidiaries & participatory 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 AG, Hotelplan Management Ltd, Medbase AG, Migros Bank AG and Mitreva AG.

Subsidiaries and direct participatory interests (operational), in alphabetical order by strategic business unit, foundation and pension fund, as at 31 December 2024:

Cooperative Retailing

MIGROS

Migros Supermarket Ltd

Managing Director: Peter Diethelm

Chairman of the Board of Directors Guido Rast

Members of the Board of Directors Mario Irminger (internal), Mario Caldelari (internal), Mattia Keller (internal), Martin Lutz (internal), Reto Sopranetti (internal), Hubert Weber (external)

Employees 937 (operational since 01.01.2024)

↗ Migros Supermarket

Commerce


➤ Denner

Denner AG

Managing Director: Adrian Bodmer (a.i. until 31.12.2024)

Chairman of the Board of Directors Michel Gruber

Members of the Board of Directors Christian Biland (external), Christine Rittner-Koch (external), Anita Weckherlin (internal), Isabelle Zimmermann (internal), Michel Gruber (internal)

Employees 6'526 (+4.7 %)



➤ Digitec Galaxus

Digitec Galaxus AG

Managing Director: Florian Teuteberg

Chairman of the Board of Directors Michel Gruber

Members of the Board of Directors Exclusively internal

Employees 2'282 (+11.7 %)



➤ Ex Libris

Ex Libris AG

Managing Director: Daniel Röhlin

Chairman of the Board of Directors Michel Gruber

Members of the Board of Directors Exclusively internal

Employees 216 (+1.7 %)



➤ Migrol

Migrol AG

Managing Director: Andreas Flütsch

Chairman of the Board of Directors Michel Gruber

Members of the Board of Directors Exclusively internal

Employees 239 (+1.6 %)



➤ migrolino

migrolino AG

Managing Director: Lorence Weiss

Chairman of the Board of Directors Michel Gruber

Members of the Board of Directors Exclusively internal

Employees 190 (+2.4 %)

Migros Industrie**Aproz Sources Minérales SA**

Managing Director: Nicole Laager (a.i.)

Chairman of the Board of Directors Matthias Wunderlin**Members of the Board of Directors** Exclusively internal**Employees** 169 (+6.8 %)

↗ Aproz

**Delica AG**

Managing Director: Thomas Gubler

Chairman of the Board of Directors Matthias Wunderlin**Members of the Board of Directors** Exclusively internal**Employees** 1'929 (-0.6 %)

↗ Delica

**ELSA Group SA**

Managing Director: Matthew Robin

Chairman of the Board of Directors Matthias Wunderlin**Members of the Board of Directors** Exclusively internal**Employees** 1'041 (+15.8 %)

↗ Elsa

**Fresh Food & Beverage Group AG**

Managing Director: Nicole Laager (a.i.)

Chairman of the Board of Directors Matthias Wunderlin**Members of the Board of Directors** Exclusively internal**Employees** 3'947 (+12.6 %)

↗ Fresh Food & Beverage Group (FFB Group)

**Mibelle AG**

Managing Director: Peter Müller

Chairman of the Board of Directors Matthias Wunderlin**Members of the Board of Directors** Exclusively internal**Employees** 747 (+0.2 %)

↗ Mibelle Group

**Micarna SA**

Managing Director: Hans-Ruedi Christen

Chairman of the Board of Directors Matthias Wunderlin**Members of the Board of Directors** Exclusively internal**Employees** 2'621 (-2.5 %)

↗ Micarna

MIGROS Industrie

➤ Migros Industrie

Migros Industrie

Delica Deutschland GmbH

Managing Director: Xerxes Shahparast

Chairman of the Board of Directors Constantin Schnupp

Members of the Board of Directors Exclusively internal

Employees 98 (-9.4 %)

Delica France SAS

Managing Director: Ghassan Kara

Chairman of the Board of Directors Constantin Schnupp

Members of the Board of Directors Exclusively internal

Employees 107 (+20.4 %)

Delica Benelux B.V.

Managing Director: Stéphanie Ribbens

Chairman of the Board of Directors Constantin Schnupp

Members of the Board of Directors Exclusively internal

Employees 3 (-11.1 %)

Delica Spain S.L.U.

Managing Director: Judit Hernández Pérez

Chairman of the Board of Directors Moritz Werner, Constantin Schnupp

Members of the Board of Directors Exclusively internal

Employees 6 (-5.5 %)

M-Industry China

Managing Director: Jose Chiu

Chairman of the Board of Directors -

Members of the Board of Directors Exclusively internal

Employees 8 (0.0 %)

Financial Services

MIGROS BANK

➤ Migros Bank

Migros Bank AG (and branch offices)

Managing Director: Manuel Kunzelmann

Chairman of the Board of Directors Beat Kobler

Members of the Board of Directors Barbara Bieri (internal), Michael Hobmeier (external), Bernhard Kobler (external), Isabel Stirnimann Schaller (external), Isabelle Zimmermann (internal)

Employees 1'890 (+0.9 %)

Travel

Hotelplan

GROUP

↗ Hotelplan

Hotelplan Group

Managing Director: Laura Meyer

Chairman of the Board of Directors Michel Gruber**Members of the Board of Directors** Mario Irminger (internal), Anja Keckeisen (external), Stefan Leser (external), Isabelle Zimmermann (internal), Michel Gruber (internal)**Employees** 1'352 (+24.8 %)

Health

medbase

↗ medbase

Medbase Group

Managing Director: Marcel Napierala

Chairman of the Board of Directors Mario Irminger**Members of the Board of Directors** Reto Dahinden (external), Benno Fuchs (external), Martin Lutz (internal), Claudia Pletscher (external)**Employees** 4'340

Other companies

MIGROS

Online

↗ Migros Online

Migros Online SA

Managing Director: Katrin Tschannen Castelli

Chairman of the Board of Directors Matthias Wunderlin**Members of the Board of Directors** Exclusively internal**Employees** 719 (+2.7 %)

MIGROS

Verteilbetrieb AG

↗ MVB

Migros Verteilbetrieb AG

Managing Director: Daniel Waltenspühl

Chairman of the Board of Directors Rainer Baumann**Members of the Board of Directors** Exclusively internal**Employees** 1'598 (-1.8 %)

MITREVA

➤ Mitreva

Mitreva AG

Managing Director: Gabriela Federer Wenger (until 07.2024), Roger Neiniger (a.i. until 31.01.2025)

Chairman of the Board of Directors Werner Schiesser (extern)

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

Employees 30 (-10.1 %)

MONTE GENEROSO

➤ Monte Generoso

Ferrovie Monte Generoso SA

Managing Director: Lorenz Bruegger

Chairwoman of the Board of Directors Andrea Krapf

Members of the Board of Directors Carlo Croci (external), Mattia Keller (internal)

Employees 65 (-1.4 %)

Migros Hong Kong Ltd.

Managing Director: Grégory Décaillet

Chair of the Board of Directors –

Members of the Board of Directors –

Employees 20 (-78.2 %)

Migros India Private Ltd

Managing Director: Radhika Bhateja

Chair of the Board of Directors –

Members of the Board of Directors –

Employees 28 (-2.3 %)

Foundations & Pension Fund



➤ Parc Pré Vert

Fondation Parc Pré Vert du Signal de Bougy

Chairman of the Board of Trustees: Anton Chatelan

Management Christophe Reymond

Employees –

G. und A. Duttweiler Stiftung

G. and A. Duttweiler Foundation

Chairman of the Board of Trustees: David Bosshart

Employees –



↗ GDI

Gottlieb Duttweiler Institute GDI, Rüschlikon

Chairwoman of the Board of Trustees: Andrea Krapf

Managing Director Lukas Jezler

Employees 50 (0.0 %)

MPK

MIGROS-PENSIONSKASSE

↗ MPK

Migros Pension Fund (MPF)

Chairwoman of the Board of Trustees: Isabelle Zimmermann

Managing Director Christoph Ryter

Employees 536 (-5.2 %)



↗ Park im Grüene

Park im Grüene, Rüschlikon

Chairwoman of the Board of Trustees: Andrea Krapf

Managing Director Patrik Pörtig

Employees –



↗ Park im Grünen

Park im Grünen, Münchenstein

Chairwoman of the Board of Trustees: Andrea Krapf

Management Anita Weckherlin

Employees –

Adele Duttweiler Preis

Adele Duttweiler Prize Foundation

Chairman of the Board of Trustees: Jean-Marc Bovay

Employees –



“Gurten-Park im Grünen” Foundation

Chairwoman of the Board of Trustees: Andrea Krapf

Management Patrick Vogel

Employees –

➤ Gurten Park

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.

Sustainability

The Migros Group reorganised its sustainability efforts in 2024, allowing it to focus even more efficiently on climate protection, biodiversity and the circular economy.



➤ GRI Index

The Migros Group is pursuing the climate target of net zero by 2050. As part of this commitment, it is aiming for a 70 % reduction in operations-related greenhouse gas emissions (Scope 1 & 2) by 2030, plus a 27.5 % reduction in upstream and downstream supply chain emissions (Scope 3), compared with the reference year of 2019.

Climate protection and the circular economy

In 2024, Migros reduced its operations-related greenhouse gas emissions by 59.8 % compared with 2019. One of the factors that contributed to this was the addition of 17 fossil-free lorries for goods transport. At the end of 2024, the fleet comprised a total of 64 fossil-free lorries.

In the reporting year, over 20 new photovoltaic systems were installed, producing more than 6 million kWh of power. Total electricity production from photovoltaics thereby increased to more than 46 million kWh in 2024.

In the area of food waste, Migros is following the action plan of the federal government. It reduced the proportion of food waste in its branches to 1.18 % of the purchasing volume in 2024 (2023: 1.21 %).

Improving social standards

In line with the OECD Due Diligence Guidance, Migros is continuously reinforcing the integration of human rights in its supply chain. In 2024, a long-term ➤ project for more environmentally friendly and socially responsible strawberry cultivation was completed in Spain. It includes dialogue between NGOs, trade unions and farms, as well as measures to prevent occupational accidents.

→ Sustainability reporting

➤ Migros Group sustainability strategy

Migros Commitment

Migros' commitment to a liveable Switzerland is second to none. In the reporting year, it focused on the topic of diversity.

138 million

was invested by Migros in various social initiatives in 2024 (in CHF).

With its efforts, Migros strengthens the community, creates meaningful moments and empowers people to help shape societal development. In the reporting year, a total of CHF 138 million was invested in various social initiatives. Migros Commitment focused on diversity in Switzerland and launched a study and a 7 Join-in initiative on this topic.

Group-wide support

In 2024, 7 Migros Culture Percentage contributed CHF 121 million to the areas of culture, society, education, leisure and the economy. The permanent institutions include the 7 Gottlieb Duttweiler Institute (GDI), 7 Migros Club School, 7 Ferrovia Monte Generoso, the 7 Migros Museum of Contemporary Art and the four "im Grünen" Parks.

With the 7 Migros Pioneer Fund, Migros extended its social commitment to other companies of the Migros Group in 2012. In the reporting year, the fund provided seed funding of CHF 15.6 million for projects with a social focus.

The 7 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.

7 Migros Commitment

Personnel figures

In 2024, the Migros Group again increased its sales, due in no small part to the dedication of its employees.

Workforce

Employees by

strategic business units

- 1 Coop. Retailing: 61'878**
- 2 Commerce: 10'070**
- 3 Migros Industrie: 12'953**
- 4 Financial Services: 1'983**
- 5 Travel: 2'761**
- 6 Health: 9'130**

In 2024, the Migros Group employed an average of 98'776 people in around 140 companies, of which 90 were Swiss-based. Migros thereby remained the largest private employer in Switzerland. The number of employees was down slightly by -0.4 % compared with the previous year. The number of full-time equivalents also fell slightly by -0.4 % to 72'249.

Particularly strong growth was recorded in Commerce (+6.3 %) and Travel (+17.7 %). The strategic business unit Health, which is reported separately for the first time, also recorded growth (3.0 %). The number of employees in Cooperative Retailing fell slightly by 2.3 %. The proportion of employees in Switzerland remained consistently high at 88 %.

The proportion of women overall remained constant at 58 %, although it was higher in the Travel (69 %) and Health (75 %) sectors than in Migros Industrie (35 %) and Financial Services (47 %). Of the 86'612 employees in Switzerland, about half worked part time, 80 % were paid a monthly salary and 75 % were covered by a collective labour agreement. The average age was 41.1 years (2023: 40.5 years, 2022: 40.8 years), whereby 26 % were under 30, 46 % were aged 31-50 and 28 % were over 50.

For employees paid a monthly salary, the gross fluctuation rate was 17.7 % (11'770 departures), of which 3.9 % were internal transfers within Migros (381 transfers) and 2.7 % natural staff turnover (1'820 departures). The average length of service was 9.2 years (2023: 10.0 years; 2022: 10.6 years), indicating continued high employee retention.

→ Facts & Figures

Key figures Workforce

	Number of employees			Number of full time equivalent ¹			Proportion of women ¹			Proportion of employees from Switzerland ²		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Total	97'727	99'175	98'776	70'880	72'523	72'249	58.5 %	57.8 %	58.0 %	87.9 %	87.9 %	87.7 %
Cooperative Retailing	63'179	63'314	61'878	43'731	44'042	43'136	60.8 %	59.5 %	59.6 %	86.3 %	86.2 %	85.7 %
Commerce	8'998	9'473	10'070	7'325	7'811	8'340	60.5 %	60.4 %	60.7 %	94.9 %	94.3 %	94.1 %
Migros Industrie	13'321	13'225	12'953	12'545	12'465	12'217	35.4 %	35.3 %	35.1 %	87.6 %	88.9 %	90.1 %
Financial Services	1'823	1'958	1'983	1'625	1'746	1'780	47.7 %	47.6 %	47.3 %	100.0 %	100.0 %	100.0 %
Travel	2'117	2'345	2'761	1'892	2'126	2'215	67.8 %	68.1 %	69.4 %	48.5 %	46.2 %	48.9 %
Health*			9'130			4'560			75.4 %			100.0 %
Other	8'289	8'860		3'761	4'333		76.3 %	76.1 %		100.0 %	100.0 %	

Average of monthly figures for calendar year. The base population is all employees of the consolidated Migros Group companies in Switzerland and abroad.

¹ The strategic business unit Health is reported separately for the first time. In previous years, this data was included in the Other category.

¹ versus proportion of men

² versus proportion of employees abroad

	Proportion covered by CLA Switzerland ¹			Number of apprentices Switzerland ²			Proportion of apprentices Switzerland ²		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Total	47'616	49'503	48'872	3'754	3'670	3'559	4.4 %	4.2 %	4.1 %
Cooperative Retailing	34'499	35'435	34'683	2'506	2'421	2'257	4.6 %	4.4 %	4.3 %
Commerce	543	551	560	172	184	221	2.0 %	2.1 %	2.3 %
Migros Industrie	10'180	10'238	10'083	501	468	460	4.3 %	4.0 %	3.9 %
Financial Services	944	991	957	66	73	85	3.6 %	3.7 %	4.3 %
Travel	580	642	855	66	58	58	6.4 %	5.4 %	4.3 %
Health			1'735			478			5.2 %
Other	870	1'646		443	465		5.3 %	5.3 %	

Average of monthly figures for calendar year

¹ CLA = Collective Labour Agreement. The base population is 92 % (N = 62'548) of employees in Switzerland for 2022, 96 % (N = 66'602) for 2023 and 95 % (N = 64'875) for 2024, excluding employees with a management contract or those with an employment level of below 20 % who are paid by the hour.

² The base population is all employees in Switzerland (2022: N = 85'855; 2023: N = 87'197, 2024: N = 86'613)

	Proportion of age groups								
	2022			2023			2024		
	Up to 30	31-50	> 50	Up to 30	31-50	> 50	Up to 30	31-50	> 50
Total	26.3 %	45.5 %	28.1 %	27.1 %	45.4 %	27.6 %	26.4 %	45.8 %	27.9 %
Cooperative Retailing	27.0 %	43.2 %	29.8 %	27.4 %	43.2 %	29.4 %	26.8 %	43.5 %	29.7 %
Commerce	35.7 %	47.9 %	16.3 %	34.1 %	49.6 %	16.3 %	32.4 %	51.4 %	16.2 %
Migros Industrie	18.7 %	50.9 %	30.4 %	18.7 %	50.7 %	30.6 %	18.3 %	50.6 %	31.1 %
Financial Services	27.8 %	48.6 %	23.6 %	29.3 %	47.3 %	23.4 %	29.1 %	47.5 %	23.4 %
Travel	28.0 %	46.5 %	25.4 %	28.8 %	45.7 %	25.5 %	23.3 %	44.2 %	32.5 %
Health							29.1 %	48.3 %	22.6 %
Other	23.5 %	54.3 %	22.2 %	29.7 %	48.4 %	21.9 %			

Average of monthly figures for calendar year. The base population is 93 % (N = 80'167) of all employees in Switzerland for 2022, 97 % (N = 84'385) for 2023 and 97 % (N = 83'949) for 2024.

	Proportion of full-time employees Switzerland ¹			Proportion of employees on monthly salary Switzerland ²		
	2022	2023	2024	2022	2023	2024
	Total	50.9 %	50.9 %	51.0 %	77.0 %	78.8 %
Cooperative Retailing	48.0 %	48.1 %	48.4 %	75.5 %	76.2 %	77.9 %
Commerce	45.1 %	45.7 %	45.3 %	83.3 %	89.8 %	90.7 %
Migros Industrie	82.6 %	82.7 %	82.8 %	98.2 %	98.4 %	98.5 %
Financial Services	64.0 %	64.0 %	65.6 %	100.0 %	100.0 %	100.0 %
Travel	63.6 %	60.3 %	49.4 %	99.4 %	99.9 %	80.4 %
Health			27.1 %			55.0 %
Other	11.0 %	26.6 %		24.6 %	52.0 %	

Average of monthly figures for calendar year.

¹ versus part-time employees. The base population is 93 % (N = 80'163) of all employees in Switzerland for 2022, 97 % (N = 84'424) for 2023 and 97 % (N = 83'618) for 2024.

² versus employees paid by the hour. The populations are 93 % (N = 80'166) of all employees in Switzerland for 2022, 97 % (N = 84'022) for 2023 and 96 % (N = 83'170) for 2024.

	Gross fluctuation Switzerland ¹			Net fluctuation Switzerland ²		
	2022	2023	2024	2022	2023	2024
Total	20.0 %	20.7 %	17.7 %	14.1 %	14.0 %	14.4 %
Cooperative Retailing	19.0 %	19.8 %	19.2 %	13.4 %	13.9 %	15.2 %
Commerce	21.6 %	23.7 %	19.9 %	19.4 %	21.9 %	18.3 %
Migros Industrie	19.8 %	27.8 %	15.9 %	12.6 %	12.6 %	12.8 %
Financial Services	15.3 %	14.3 %	17.0 %	13.4 %	12.7 %	15.0 %
Travel	20.0 %	17.7 %	16.5 %	13.5 %	11.0 %	13.8 %
Health			5.9 %			5.2 %
Other	50.9 %	10.0 %		28.7 %	9.3 %	

The total number of departures over the calendar year in relation to the average of the monthly employee numbers over the calendar year. The base population is all employees paid by the hour in Switzerland (2022 = 60'665, 2023 = 66'183 et 2024 = 66'578)

¹ 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.

² The gross fluctuation rate does not include natural departures (statutory retirement, temporary employment contract and death) and internal departures within Migros.

Compensation

In 2024, personnel costs increased by 4.0 % to CHF 6'584 million. In nominal terms, the wages paid by Migros companies subject to the Collective Labour Agreement (N-CLA) rose by 2.3 % on average.

The wage increases at Migros were therefore higher than for the Swiss retail sector as a whole, where wages rose by 1.9 % in 2024.¹ Despite the challenging market environment and ongoing reorganisation of the company, wages increased by 2.3 % in 2024, significantly above the annual inflation rate of 1.1 %. This resulted in an average real wage increase of around 1.2 %, underscoring Migros' commitment to responsible working conditions and fair remuneration, as well as its appreciation for its employees.

¹ According to UBS Compensation Survey

Employee pension plans

The Migros Pension Fund (MPF) is responsible for the occupational pensions for its members in 41 associated companies of the Migros Group. In 2024, it looked after some 49'100 members and 30'000 pension recipients.

In 2024, the MPF generated a net return of 6.6 % on its capital investments of CHF 29.4 billion. The coverage ratio increased to 132.8 % at the end of 2024. As in the previous year, the pension capital was calculated using the BVG 2020 generation tables and a technical interest rate of 2.0 %. As decided by the Board of Trustees, a third of the available funds (or 5.5 % of the pension capital and technical provisions) will be used to improve benefits for members and pension recipients over the course of 2025.

Training & development

Migros actively supports the continuous development of its employees. As a socially responsible employer, it helps young people to enter the job market with its specific programmes.

Vocational training

Trainees by strategic business units

1 Coop. Retailing: 2'257
2 Commerce: 221
3 Migros Industrie: 460
4 Financial Services: 85
5 Travel: 58
6 Health: 478

Through systematic talent management, Migros invests in the continuous development of its employees and supports succession planning within the Migros Group. As part of talent conferences, Migros focuses on people with the potential to perform more demanding roles and identifies appropriate development measures.

Migros also supports employees in their professional development with various learning formats. It offers learning across departmental and company boundaries, regardless of location or time. Migros thereby increases the employability, commitment and career prospects of its employees.

A wide range of vocational professions

Migros' commitment to training and education within society is second to none. In 2024, a total of 3'559 young people in Switzerland completed their basic training in more than 55 \nearrow different occupations in the Migros Group and thereby played an active part in shaping the future of the company (previous year: 3'670 young people in 60 professions).

In summer 2024, 1'297 trainees started an apprenticeship (previous year: 1'357). 95 % of trainees completed their apprenticeship successfully. The average rate of subsequent employment stood at 58 % in the reporting year.

The Migros Group also offers an \nearrow apprenticeship preparation year with a total of 60 places. In addition, 150 young people with challenging circumstances were given \nearrow support by various Migros companies to help them enter the world of work.

Diversity, equity & inclusion

Employee diversity, equity and inclusion are embedded in the Migros Group's strategy. A good work-life balance is ensured at all levels through specific measures.

In 2024, Migros employed people from around 174 countries, of which 58 % were women and 42 % men. 49 % of employees worked part time and 28 % were above the age of 50.

The Migros Group actively promotes equal opportunities. Flexible working models enable a \nearrow good work-life balance at all levels. Offers in the areas of health, work organisation and education for experienced employees are now a key focus of the support and development measures. This includes partnerships with networks such as \nearrow focus50plus and \nearrow spurenwechseln. Another focus is on financial literacy and pensions, in particular for women.

In 2024, the proportion of women was 19 % (previous year: 17 %) and at executive level 34 % (previous year: 33 %). The proportion of women in managerial positions was 39 % (previous year: 39 %).

To make further progress in this area, the Migros Group maintains partnerships with external organisations such as \nearrow Advance, \nearrow EqualVoice United and \nearrow Swiss Diversity. It also supports various employee resource groups and offers relevant training.

Key figures Diversity, equity & inclusion

	Proportion of women at managerial level ¹		Proportion of women at director level ²			Proportion of women at executive level ²		
	2023	2024	2022	2023	2024	2022	2023	2024
Total	39.1 %	39.4 %	30.6 %	33.1 %	33.8 %	17.4 %	17.4 %	18.5 %
Cooperative Retailing	41.2 %	41.5 %	30.6 %	31.4 %	32.2 %	21.7 %	20.1 %	21.7 %
Commerce	49.0 %	48.7 %	28.8 %	30.2 %	31.4 %	3.8 %	7.2 %	10.0 %
Migros Industrie	20.8 %	20.4 %	24.1 %	23.2 %	22.2 %	26.2 %	25.3 %	28.6 %
Financial Services	27.9 %	27.4 %	31.7 %	33.9 %	35.3 %	11.8 %	12.9 %	13.6 %
Travel	59.1 %	56.7 %	52.8 %	56.7 %	54.8 %	24.5 %	33.3 %	20.8 %
Health		64.3 %			60.0 %			18.3 %
Other	63.9 %			61.8 %			16.3 %	

Average of monthly figures for calendar year.

¹ The base population for the proportion of women at managerial level is 91 % (N = 79'545) of employees in Switzerland for 2023 and 89 % (N = 76'664) for 2024.

² The base population for the proportion of women at executive and director level is 90 % (N = 77'565) of employees in Switzerland for 2022, 100 % (N = 87'176) for 2023 and 99 % (N = 86'262) for 2024.

	Proportion of female part-time employees ¹			Proportion of male part-time employees ¹		
	2022	2023	2024	2022	2023	2024
Total	66.9 %	65.7 %	65.9 %	24.5 %	26.0 %	25.6 %
Cooperative Retailing	67.7 %	67.3 %	67.5 %	27.6 %	29.0 %	28.1 %
Commerce	67.5 %	67.1 %	67.1 %	29.4 %	28.6 %	29.4 %
Migros Industrie	40.1 %	39.1 %	38.9 %	6.1 %	6.7 %	6.7 %
Financial Services	55.5 %	55.0 %	52.1 %	18.7 %	18.9 %	18.5 %
Travel	44.6 %	47.4 %	58.9 %	17.1 %	20.6 %	28.2 %
Health			75.1 %			66.0 %
Other	92.1 %	75.4 %		79.9 %	66.9 %	

Average of monthly figures for calendar year.

¹ The base population for the proportion of female and male part-time employees is 93 % (N = 80'163) of employees in Switzerland for 2022, 97 % (N = 84'424) for 2023 and 97 % (N = 83'618) for 2024.

Health & safety

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.

Migros guarantees its employees a safe and healthy working environment. In 2024, a total of 12 companies of the Migros Group were awarded the 71 Friendly Work Space label as part of the systematic and sustainable development of occupational health management. The company offers a comprehensive range of prevention and support services for its employees; in the reporting year, the focus was on specific health initiatives carried out in partnership with the Medbase Group.

→ Health

Twelve Migros companies have been awarded the Friendly Work Space quality label for their efforts in the area of occupational health management.

Occupational safety given high priority

By implementing a systematic health system – the group-wide solution (GWS) M-Group – Migros protects its employees against accidents in the workplace, occupational diseases and work-related diseases. All aspects of occupational health and safety are covered and implemented by the GWS specialist unit.

The Migros Group 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 0.26 % for absenteeism due to occupational accidents (55 accidents per 1'000 full-time equivalents).

The average rate of absenteeism due to illness stood at 4.8 % in 2024 and the rate for non-occupational accidents was 0.50 % (130 accidents per 1'000 full-time equivalents).

Key figures Absenteeism

	Rates of illness absenteeism		
	2022	2023	2024
Total	5.2 %	4.7 %	4.8 %
Cooperative Retailing	5.3 %	4.7 %	4.8 %
Commerce	6.4 %	6.0 %	6.4 %
Migros Industrie	5.0 %	4.6 %	4.7 %
Financial Services	3.2 %	2.9 %	3.4 %
Travel	2.4 %	2.7 %	3.2 %
Health			3.5 %
Other	3.8 %	3.6 %	

Average of monthly figures for calendar year. The base population is 90 % (N = 77'624) of all employees in Switzerland for 2022, 91 % (N = 79'268) for 2023 and 97 % (N = 83'603) for 2024.

	Number of accidents per 1'000 personnel units ¹			Rates of accident-related absenteeism ²		
	2022	2023	2024	2022	2023	2024
Occupational accidents	54	55	53	0.25 %	0.26 %	0.33 %
Non-occupational accidents	135	127	130	0.55 %	0.56 %	0.50 %

¹ The base population is 86 % (N = 53'984) of all full-time equivalents in Switzerland for 2022, 87 % (N = 55'905) for 2023 and 96 % (N = 61'488) for 2024.

² The base population is 81 % (N = 69'631) of all employees in Switzerland for 2022, 86 % (N = 74'748) for 2023 and 96 % (N = 84'287) for 2024.