

Employee Development

A. Objective

At El Puerto de Liverpool, we care deeply about the growth and development of our employees. Our unwavering commitment to continuous learning and professional advancement creates a culture where individual skills flourish, contributing significantly to the overall success and innovation of our organization. Through continuous education initiatives, and the Training and Learning area we promote the development of employees for the operation, and for talent and leadership capabilities to empower our team to unlock their full potential, fostering a work environment where dedication, collaboration, and personal growth thrive. We believe that the success of our people is integral to the success of our company, and we are dedicated to creating a workplace where every individual can flourish and meaningfully contribute to our shared goals.

B. Programs

Liverpool Virtual University (UVL)

The UVL (Universidad Corporativa de Liverpool) stands as a benchmark in corporate education, an initiative by El Puerto de Liverpool with over 24 years of experience. It serves as a platform where all employees, their families, and the community at large can foster both personal and professional growth through a diverse range of programs. These programs encompass initiatives addressing primary to high school education gaps, higher education levels, postgraduate studies, language proficiency, and a spectrum of continuous education courses covering various themes to support community development.

The overarching vision is to create impact and social mobility by empowering individuals to make informed decisions and positively influence their surroundings. The UVL achieves this by providing 100% scholarships for El Puerto's collaborators and up to 80% for the broader community. Additionally, it tracks the progress of employees' post-graduation, revealing that 11.47%* experience promotions, salary increases, or job changes.

The primary objective of the UVL initiative is to drive comprehensive transformation through inclusive and innovative education, focusing on the development and professionalization of adults. This approach enhances skills and knowledge, equipping individuals to effectively navigate the challenges present in the contemporary job market.

UVL actively promotes employability opportunities within the community through various collaborative programs with institutions such as "Jóvenes Construyendo el Futuro," "Líderes en Movimiento," and professional internships for young people. Its impact extends to the broader community with programs like a high school-level training course designed to prepare students for the unique CENEVAL exam, career-focused learning paths in employability, business, innovation, leadership, as well as initiatives like the School for Parents and Well-being.

To further support its objectives, UVL offers a postgraduate leadership program, which was the first virtual program of its kind in Mexico. This program aims to prepare individuals to develop their management skills, emphasizing the significance of effective leadership within the workplace.

UVL strives to make a substantial impact on individuals, society, and the business landscape by providing formal and continuous education through its multifaceted and forward-thinking approach.

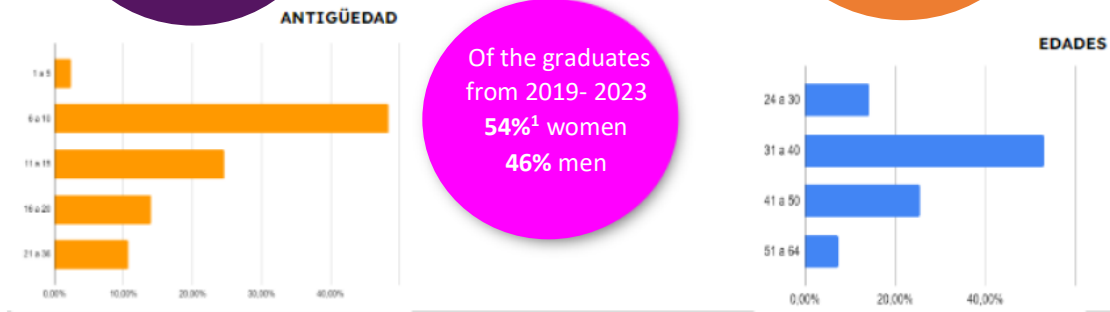
UVL participation

UVL GRADUATES: COLLABORATORS			
Educación formal			
Year of Launch	Educational Program	2021-2023 Period	Cumulative up to 2023
2018	Primary School	48	116
2018	Secondary School	251	614
2009	High School	289	1,728
2007	Technical Superior University Degrees	69	347
2002	Bachelor's Degree	1245	3,584
2002	Master's Degree	174	1,191
2011	Language Center	386	1,487
	Total	2462	8,974

PARTICIPANTS COMMUNITY CUMULATIVE 2023			
Continuing Education			
Year of Launch	Educational Program	2021-2023 Period	Cumulative up to 2023
2019	Jóvenes Construyendo el Futuro (Youth Building the Future)	1,118	2,203
2021	Líderes en Movimiento (Leaders in Movement)	354	354
2020	Creciendo con El Puerto de Liverpool (Growing with El Puerto de Liverpool)	6,868	7,900
2022	Escuela para Padres (School for Parents)	1,185	1,185
2022	Bienestar (Well-being)	1,357	1,357
2022	Regularizarte (Regularize):	215	215
2023	+Comunidad (+Community)	4,876	4,876
2023	Nivelarte (Level Up)	1,767	1,767
	Total	17,740	19,857

78%¹ of the graduates continue working at El Puerto de Liverpool.

11.47%¹ of the graduates experienced growth within the organization.



The UVL initiative stands out as a pivotal asset for Liverpool, delivering quantifiable advantages that strategically uplift the business across multiple dimensions. The significant 11.47%* metric, reflecting UVL participants' promotions, salary increases, or job changes, underscores a workforce enriched with advanced skills, thereby elevating overall performance and operational efficiency. This triumph not only nurtures employee satisfaction and loyalty but also positions Liverpool as a magnet for top-tier talent seeking avenues for personal and professional advancement. The initiative's constructive influence on careers and financial prosperity reaffirms Liverpool's steadfast commitment to employee development, cultivating a positive brand image as a socially responsible and employee-centric organization. Furthermore, the noteworthy reduction in turnover, where 78% of graduates remain employed at El Puerto de Liverpool, not only underscores employee satisfaction but also contributes to cost savings. The elevated morale within the workforce goes on to enhance engagement and commitment. The UVL initiative emerges as a dynamic catalyst for Liverpool's success, offering tangible and measurable benefits that fortify its workforce, enhance brand reputation, and bolster overall competitiveness in the dynamic business landscape.

¹ The data is considered over a period of 2 years due to the graduation periods of the students, which is why it is taken into account from 2019.

Leadership programs

We aim to foster leadership within teams so that they can positively influence others, work collaboratively, and inspire those around them. The total number of participants accumulated up to 2023 is 6,694 (8% of the workforce of 80,198 employees; data as of December 31, 2023). This includes both employees who have voluntarily chosen to take leadership-related courses and those who have attended mandatory courses aimed at leadership positions.

Climate: 37%

Organizational climate refers to the overall atmosphere within the workplace, including factors like company culture, leadership, and environment. For El Puerto de Liverpool, aspects such as leadership, job satisfaction and employee engagement are important points to consider. For this reason, within the organizational climate, the specific leadership role is measured, some aspects that are included are, feedback, communication, teamwork, and collaboration. Monitoring a healthy climate is crucial for promoting an effective work environment. It is monitored for managers only.

Onboarding “Desembarcando Operaciones”

Create a meaningful experience for the new Liverpool employee that enables them to adapt more quickly to their daily tasks, providing the necessary tools to perform their duties.

Participation: 4,128

Skills and capabilities in the Realm of Experience 2.0

Establish a culture through the competency model with implementation and ongoing monitoring.

Participation: 11,927

Product Training

Product training is conducted through different modalities, each with established criteria for correct planning and implementation on the sales floor.

Enable sales force on the functionality, benefits, and unusual characteristics of the merchandise through some tools: in-person sessions, online and site.

Participation: 36,667

Logistics Training: Supervisor Skills

This program is aimed at Logistics Operations Supervisors, Transportation, Inventory and Maintenance. It lasts 25 hours and consists of 5 blended modules (webinars with experts, online resources and videos on the Degreed platform), where they have the opportunity to

strengthen skills such as Emotional intelligence, Resilience, Stress control, Decision making, Self-esteem, Teamwork, Leadership, Effective communication, Emotion management, Strategic influence, Innovation, Critical thinking, Problem solving, Accountability and Supply chain management.

Objective: Develop and strengthen effective supervision skills, to increase the well-being, satisfaction, and productivity of their teams.

Participation: 335

Logistics Training: Crew

It is a process of ensuring that individuals operating trucks possess the necessary knowledge, skills, and qualifications to do so safely and effectively.

It involves assessing an individual's competence who works as a driver truck operator for the delivery of merchandise to the client. This training covers topics such as truck specifications operation, safety procedures, emergency response, and regulatory compliance, whose skills include the inspection of the unit, loading the merchandise and regulations of the authorities, parking, as well as the delivery of merchandise and customer service.

This program involves a combination of theoretical training, a simulator, practical assessments, and ongoing evaluations to ensure that operators maintain their skills and knowledge, with the boss monitoring the operator's performance on the job.

Assessments include written tests, practical demonstrations, and observation of the operator's performance in real-world scenarios.

Operator certification plays a vital role in promoting safety, efficiency, and regulatory compliance. By ensuring that operators are trained and qualified, the company can reduce the risk of accidents, improve productivity, and comply with standards and regulations.

Objective: Standardize delivery processes and protocols to increase customer satisfaction.

Participation: 220

Buyers Training Program

To enhance the role of a buyer according to their day-to-day needs to strengthen soft and technical competencies.

Objective: Develop the skills of a successful buyer at El Puerto de Liverpool. Through an online program with Masterclasses taught by experts in the retail sector.

Participation: 234