



Talent

Development

A) Objective

At El Puerto de Liverpool, we are committed to the growth and development of our employees. Our unwavering commitment to their continuous learning and professional growth fosters a culture that encourages individual capabilities, contributing significantly to the overall success and innovation of our organization. Through ongoing training initiatives and our Training and Learning department, we foster the development and leadership skills of our employees, equipping them to reach their full potential. In this way, we create a work environment where dedication, collaboration, and personal growth thrive.

We believe that the success of our people is essential to the success of our company, which is why we create a workplace where each person can excel and make a meaningful contribution to our shared goals.

B) Programs of Universidad Virtual Liverpool (UVL)

The Universidad Virtual Liverpool (UVL) is a leader in corporate education, an initiative of El Puerto de Liverpool with more than **25 years of experience**. It is a platform where all employees, their families, and the community can foster their personal and professional growth through various programs that address educational gaps from elementary school through high school, as well as higher education and graduate studies, language proficiency and a range of continuing education courses covering a variety of topics to support community development.

The overarching vision is to create impact and promote social mobility by empowering people to make informed decisions and positively influence their communities. UVL achieves this by providing 100% tuition scholarships to its employees and up to 80% scholarships to the general public. Based on a tracking of employees' career progression after graduation, **11.47%* of them are promoted within the company**, receive a pay raise, or change positions; in 2025 alone, the mobility rate was 6.46%

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UVL promotes employment opportunities within the community through various collaborative programs with institutions such as **Jóvenes Construyendo el Futuro** and professional internships for young people through the Trayectorias de Éxito program.

Collaboration Programs with Institutions	Interns	Hired Interns
Jóvenes Construyendo el Futuro	828	60
Trayectorias de éxito	319	34

Its impact extends to the broader community through programs such as a high school-level course designed to prepare students for high school certification, learning pathways focused on employability, business, innovation, and leadership, as well as initiatives such as the School for Parents and Well-Being.

To further support its objectives, UVL offers a graduate program in leadership, the first online program of its kind in Mexico designed to help students develop their management skills, with an emphasis on the importance of effective leadership in the workplace.

Essentially, UVL strives to have a substantial impact on people, society, and the business landscape by providing formal and continuing education through its multifaceted and forward-looking approach.

Meanwhile, the **Semilleros de Talento** program placed **314 students and/or recent graduates** in strategic areas across El Puerto de Liverpool’s various business units, strengthening the **talent pool and ensuring operational continuity**. The program has established itself as a key enabler for securing future talent aligned with the business’s strategic needs through career mentoring and the development of **success stories that accompany career paths in these early stages**.

Talent Pools	Interns/Trainees	Hired Interns
Digital & IT Internship Program	41	41
Purchasing Trainees: Softline and Hardline	60	50
Business Planning Trainees	38	38
Future Creators	175	107

UVL’s Academic Programs

UVL GRADUATES: EMPLOYEES AT THE PORT OF LIVERPOOL				
FORMAL EDUCATION				
YEAR OF RELEASE	ACADEMIC PROGRAM	HISTORICAL DATA THROUGH 2024	GRADUATES 2025	CUMULATIVE THROUGH 2025
2018	Elementary School	143	2	145
2018	Middle School	754	20	774
2009	High School	1,894	334	2,228
2007	Higher Technical Education	381	0	381
2002	Bachelor's Degree	3,946	341	4,287
2002	Master's Degree	1,394	154	1,548
2022	Language Center	1,785	469	2,254
TOTAL		10,297	1,320	11,617

PARTICIPANTES DE LA COMUNIDAD				
EDUCACIÓN CONTINUA				
AÑO DE LANZAMIENTO	PROGRAMA EDUCACIÓN CONTINUA	HISTÓRICO AL 2024	PARTICIPANTES 2025	ACUMULADO AL 2025
2019	Jóvenes Construyendo el Futuro	2,203	828	3,031
2021	Líderes en movimiento	479	0	479
2020	Creciendo con el Puerto	10,361	2,899	13,260
2022	Escuela para padres	1,674	699	2,373
2022	Bienestar	2,995	2,028	5,023
2022	Regularizarse	909	1,470	2,379
2023	+ Comunidad	11,542	6,434	17,976
2023	Nivelarte	2,542	1,699	4,241
2025	Educación Financiera	0	2,264	2,264
TOTAL		32,705	18,321	51,026

Gender and age statistics

WOMEN'S	MEN'S
3716	3034

AGES	TOTALS
18 A 24	763
25 A 34	2956
35 A 44	2030
45 A 54	836
55 A 64	161
65 +	4

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The UVL initiative stands out as a key asset for Liverpool, as it provides measurable benefits that enhance the company's strategy in multiple areas. The significant percentage of **participants 11.47%** who received promotions, salary increases, or job changes highlights a workforce enriched with advanced skills, which boosts overall performance and operational efficiency. This achievement not only fosters employee satisfaction and loyalty, but also positions Liverpool as a magnet for attracting top talent seeking opportunities for personal and professional growth. The positive impact of this initiative on employees' careers and financial well-being reaffirms Liverpool's strong commitment to employee development.

It also projects a positive brand image as a socially responsible organization that is focused on its talent. Furthermore, the significant reduction in employee turnover 78% of graduates continue to work at El Puerto de Liverpool not only demonstrates their satisfaction but also significantly reduces costs, while boosting staff morale and increasing their commitment and engagement. The UVL initiative emerged as a dynamic catalyst for Liverpool's success, offering tangible and measurable benefits that empower its staff, enhance the company's brand reputation, and strengthen its competitiveness in the dynamic business landscape.

We promote **continuous talent development** through a range of programs aligned with each employee's level of contribution, the strategic needs of each business unit, and the technical and leadership skills required. This strategy stems from the **annual Talent Conversations** and aims to enhance performance, accelerate career growth, and ensure the capabilities needed for the future of **El Puerto de Liverpool** by connecting business needs with specific development opportunities.

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Corporate Onboarding Program at El Puerto de Liverpool

Objective: Strengthen the emotional and operational connection between talent and El Puerto de Liverpool, empowering them to be trend-setting “creators” during their first 180 days.

Target Audience	933 New employees, executives, and interns at El Puerto de Liverpool
Participation KPIs	Participation: 933–100% Completion: 933–100% Satisfaction: 4.73

Unloaded - Liverpool Operations

Objective: Create a meaningful experience for new Liverpool employees that helps them adapt more quickly to their daily tasks and provides them with the tools they need to perform their duties.

Target Audience	4,506 New Hires in Operations in Liverpool
Participation KPIs	Participation: 3,910–83% Completion: 3,910–83.5% Satisfaction: 4.7

At El Puerto de Liverpool, we are committed to leadership as a fundamental part of our strategy. That is why we implement various programs focused on strengthening and developing our leaders, supporting them at every stage of their growth, and building the capabilities needed to advance our leadership model, transform our culture, and create a sustainable impact on the business.

Leadership Academy (Courses on LinkedIn Learning: Interpersonal, Intrapersonal, Resilience, Digital, and Strategic)

Objective: To provide self-development tools to strengthen leadership as part of our commitment to personal and professional growth within El Puerto de Liverpool.

Target Audience: All levels of leadership across all businesses.

Target Audience	22, 054 Leaders from the different stages of El Puerto de Liverpool 10,477 Liverpool 1,157 Suburbia
Participation KPIs	Participation: 22,054–100% Completion: 100% Satisfaction: pending

New Managers Program

Objective: To facilitate the transition for new managers through networking and by strengthening various leadership skills.

Target Audience: New Managers for All Businesses at the Port of Liverpool

Target Audience	130 New Managers at El Puerto de Liverpool
Participation KPIs	Participation: 125–96.15% Completion: 98– 78.4% Satisfaction: 95.4%

Deputy Director’s Program: The Era of Change

Objective: Develop the skills of a transformational leader through experiences aligned with the latest global leadership trends.

Target Audience	57 Deputy Directors of El Puerto de Liverpool
Participation KPIs	Participation: 57-100% Completion: 32- 56.1% Satisfaction: 95%

New Director Program

Objective: To provide the new Director with a clear understanding of the challenges of his role, emphasizing the importance of developing a strategic vision that will guide his decisions and enhance his leadership at this new level.

Target Audience	11 Directors of El Puerto de Liverpool
Participation KPIs	Participation: 11-100% Completion: 9- 81.8% Satisfaction: 90%

Mentoring Program for the Suburbia Business

Objective: Share experiences among employees with extensive experience to promote the development of key competencies. Strengthen leadership, team management, and emotional intelligence by fostering a collaborative culture.

Target Audience	90 Directors, Assistant Directors, Managers, Coordinators, Assistant Managers, and Specialists in Suburbia 52 Mentees 38 Mentors
Participation KPIs	Participation: 90-100% Completion: 63- 70% Satisfaction: 94%

Purpose-Driven Leadership Program in Suburbia

Objective: Strengthen strategic leadership to drive cultural transformation and accelerate digital innovation by integrating artificial intelligence and omnichannel capabilities that enhance the customer experience.

Target Audience	54 Directors, Deputy Directors, and Managers in the Suburbs.
Participation KPIs	Participation: 54-100% Completion: 49- 90% Satisfaction: 96%

"Beyond a Manager in Suburbia" Program

Objective: Develop a strategic talent pool to support the growth of the Operations Department and accelerate the development of key competencies that will prepare participants to assume future deputy director positions.

Target Audience	13 Suburbia Store Managers
Participation KPIs	Participation: 13-100% Completion: 13- 100% Satisfaction: 99%

Skill Coach Program in El Puerto de Liverpool

Objective: Strengthen the vision and strategic relationships while fostering talent development within the team. Create a support network among employees from different departments.

Target Audience	60 Directors, Deputy Directors, Managers, and Coordinators of El Puerto de Liverpool.
Participation KPIs	Participation: 54-90% Completion: 51- 85% Satisfaction: 98%

Mentorship Program in El Puerto de Liverpool

Objective: To foster a culture of development in El Puerto through mentoring, promoting the exchange of knowledge, skills, and experiences, as well as strengthening organizational competencies.

Target Audience	194 Directors, Deputy Directors, Managers, and Coordinators of El Puerto de Liverpool.
Participation KPIs	Participation: 194-100% Completion: 181- 93% Satisfaction: 96%

Role of Management in Liverpool

Objective: Share the basics of leadership to strengthen the role of managers.

Target Audience	562 Liverpool Bosses.
Participation KPIs	Participation: 530-94% Completion: 530- 94% Satisfaction: 97%

Fish Philosophy Program in Liverpool

Objective: Increase employee satisfaction by creating a positive and motivating work environment, thereby improving the customer experience through leadership development.

Omnichannel PRO | Customer Talk - Service in Liverpool

Objective: To clearly understand, in a measurable and evaluable way, what constitutes good customer service; to establish service protocols that can help identify the actions needed to resolve stressful situations and provide the best customer experience, despite the challenges.

Target Audience	1,06 in Liverpool 794 C&C Advisors 74 C&C Supervisors 119 Omnichannel Bosses 119 Receiving and Shipping Bosses
Participation KPIs	Participation: 1,106-100% Completion: 1,106- 100% Satisfaction: N/A

Omnichannel PRO | Customer Talk - Carácter in Liverpool

Objective: Encourage employees to identify the personal virtues that drive their behavior in various day-to-day situations; once identified, encourage them to do the right thing through knowledge, discipline, and a willingness to improve.

Target Audience	3,073 in Liverpool 794 C&C Advisors 1093 Digital Experience Assistants 1186 Merchandise Receiving Clerks
Participation KPIs	Participation: 2,930-95% Completion: 2,930- 95% Satisfaction: N/A

Omnichannel PRO | Customer Talk - Leadership at Liverpool

Objective: To provide emotional intelligence tools that are essential for leaders in this field to perform their roles, with the goal of establishing a clear vision of objectives for their employees, ensuring proper conduct and appropriate treatment of the staff under their supervision, and thereby achieving employee retention and motivation.

Target Audience	364 in Liverpool 119 Omnichannel Bosses 119 Receiving and Shipping Bosses 74 C&C Supervisors 52 Reception and Shipping Staff
Participation KPIs	Participation: 358-98% Completion: 358- 98% Satisfaction: N/A

Leadership Program for Logistics Managers and Supervisors

Objective: Develop mid-level leaders in logistics through programs that enable them to identify and create strategies to achieve the objectives of their roles.

Target Audience	697 Logistics Managers and Supervisors 235 Managers y 462 Supervisors
Participation KPIs	Participation: Managers: 118-54% Supervisors: 306-66% Completion: 340- 60% Satisfaction: N/A

Strategic Retailers Program in Suburban Areas

Objective: Develop strategic and entrepreneurial skills in staff members, transforming their behavior in order to maximize their value contribution in critical situations and prepare them as strong candidates for strategic and leadership roles.

Target Audience	30 Specialists and Assistant Managers at Suburbia
Participation KPIs	Participation: 30-100% Completion: 28- 93% Satisfaction: 96%

We are committed to the comprehensive development of our employees, strengthening the interpersonal and technical skills necessary to successfully meet the challenges of each role. We offer training initiatives designed to support their performance and professional growth, ensuring they have the necessary skills to contribute to achieving the objectives of their role and the organization’s goals.

High-Impact Presentations in El Puerto de Liverpool

Objective: Create high-impact, assertive, and professional presentations. Develop skills to analyze audiences, structure content concisely and directly, and communicate messages effectively.

Target Audience	25 Marketing Coordinators, Managers, Specialists, and Analysts
Participation KPIs	Participation: 25-100% Completion: 20- 88% Satisfaction: 80%

“Navigating Uncertainty” Team-Building Program at Suburbia

Objective: Promote collaboration and multigenerational leadership by strengthening communication, empathy, and inclusion.

To encourage reflection in order to effectively address the challenges of today’s world and inspire action.

Target Audience	40 Employees of the Human Capital Department, from Director to Assistant Manager level.
Participation KPIs	Participation: 40-100% Completion: 40- 100% Satisfaction: 94%

Image Workshop (Personal Branding) Program at Suburbia

Objective: Build and project a positive professional image in the workplace.

Learn how to project confidence to create a positive impression and achieve the desired image.

Target Audience	15 Managers, Assistant Managers, and Specialists.
Participation KPIs	Participation: 15-100% Completion: 15- 100% Satisfaction: 96%

Human Skills 2026 – In-Person Workshops

Develop and strengthen critical human skills for today’s environment through a series of in-person workshops focused on hands-on practice and the immediate application of key methodologies.

Audience: Executive-level employees and staff areas (corporate only).

Completion: 225

Satisfaction: 4.7