

Annexes

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ANNEX 1

Sustainability approach

I.1. Stakeholder engagement

GRI 2-28, 2-29

All of our stakeholders are key to our operations. We try to create value for each of these groups, maximizing our positive impacts through our ESG performance.

We want to move forward together, with a shared commitment to sustainable development.

We identified our stakeholders based on our various teams' internal and external relations. We maintain close dialogue so that they are not only kept informed of our performance but can play an active role in it. We also work to remove any barriers to understanding and involvement.

At the industry level, we are members of the National Association of Supermarkets and Department Stores (ANTAD)

Our integrated report is an essential component in our communication with them.

Stakeholder group	Customers/visitors	Employees	Suppliers	Community
Channels	<ul style="list-style-type: none"> E-commerce and online financial services platforms Store and shopping center operations Campaigns and other forms of marketing Focus groups on innovations and customer experience and/or product and service portfolio Social media 	<ul style="list-style-type: none"> Workplace environment evaluation Línea ética Mi Puerto (Intranet) and internal communication campaigns General and area meetings Training sessions, including the Universidad Virtual Liverpool (UVL) platform 	<ul style="list-style-type: none"> Evaluation in responsible sourcing program Order and order tracking Assistance in external certification of suppliers Training sessions 	<ul style="list-style-type: none"> Volunteer activities UVL open to the community Support for local organizations
Stakeholder group	Competition	Investors	Authorities	Media
Channels	<ul style="list-style-type: none"> Involvement in industry and business associations 	<ul style="list-style-type: none"> Shareholders' Meeting Special section of our website Reports to Shareholders (quarterly, annual) Responding to requests for information from capital suppliers, including ESG performance evaluation Roadshows Liverpool Day 	<ul style="list-style-type: none"> Required reports and documentation Monitoring of regulatory agencies 	<ul style="list-style-type: none"> Press conferences and releases

I.2 Materiality analysis

GRI 3-1, 3-2

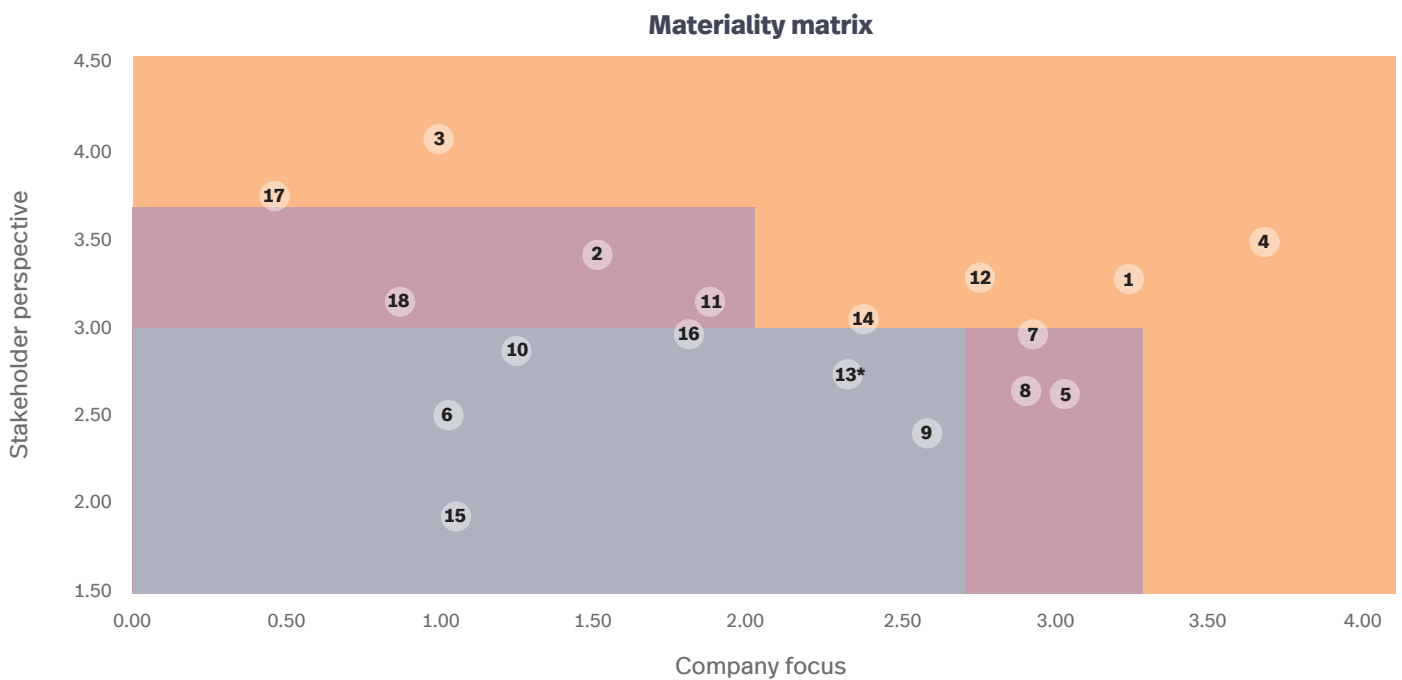
Our goal was to identify critical Environmental, Social and Governance (ESG) issues from the perspective of our stakeholders (employees, customers, suppliers, investors, authorities and media) and the company’s strategic vision.

We conduct this exercise on a regular basis, most recently in 2020. We sought to understand how our stakeholders’ expectations changed as a result of the COVID-19 pandemic, and how this event impacted our business strategy given the explosion of trends like e-commerce with all the risks and opportunities these entail.

We identified changes in our stakeholders’ priorities through surveys and interviews with the main executives who engage with each of the groups. We complemented this approach through interviews with senior management on the company’s strategic vision.

On the basis of this process, we updated our prior materiality matrix. The issues were grouped as follows:

- **Material:** Those that are a priority for our management, which are used as the basis for building our Sustainability Strategy.
- **Emerging:** Those to which we will watch closely to see if they evolve to Material, due to significant changes in our operating context and/or activities.
- **Non-priority (non-material) issues:** Those that are less significant to our stakeholders and corporate strategy, because of the nature of our activities and where we operate. We manage these on an ongoing basis.



Breakdown of issues:

Material	Emerging (potentially significant in the short term)	Non-priority issues
1 Ethics and codes of conduct	2 Corporate governance	6 Environmental management system
3 E-commerce and cybersecurity	5 Climate change strategy	9 Corporate citizenship and social responsibility
4 Supply chain and responsible sourcing	7 Operating eco-efficiency	10 Human rights
12 Education and human capital development	8 Packaging	13 Environmental and social impact of our products and services
14 Diversity and inclusion	11 Employer brand	15 Biodiversity
17 Innovation	18 Transparency	16 Employability and empowerment
	13 Environmental and social impact of our products and services*	

* Although this was classified as a non-priority issue, we incorporated it as an emerging issue due to its importance to the business.

I.3. Human rights due diligence

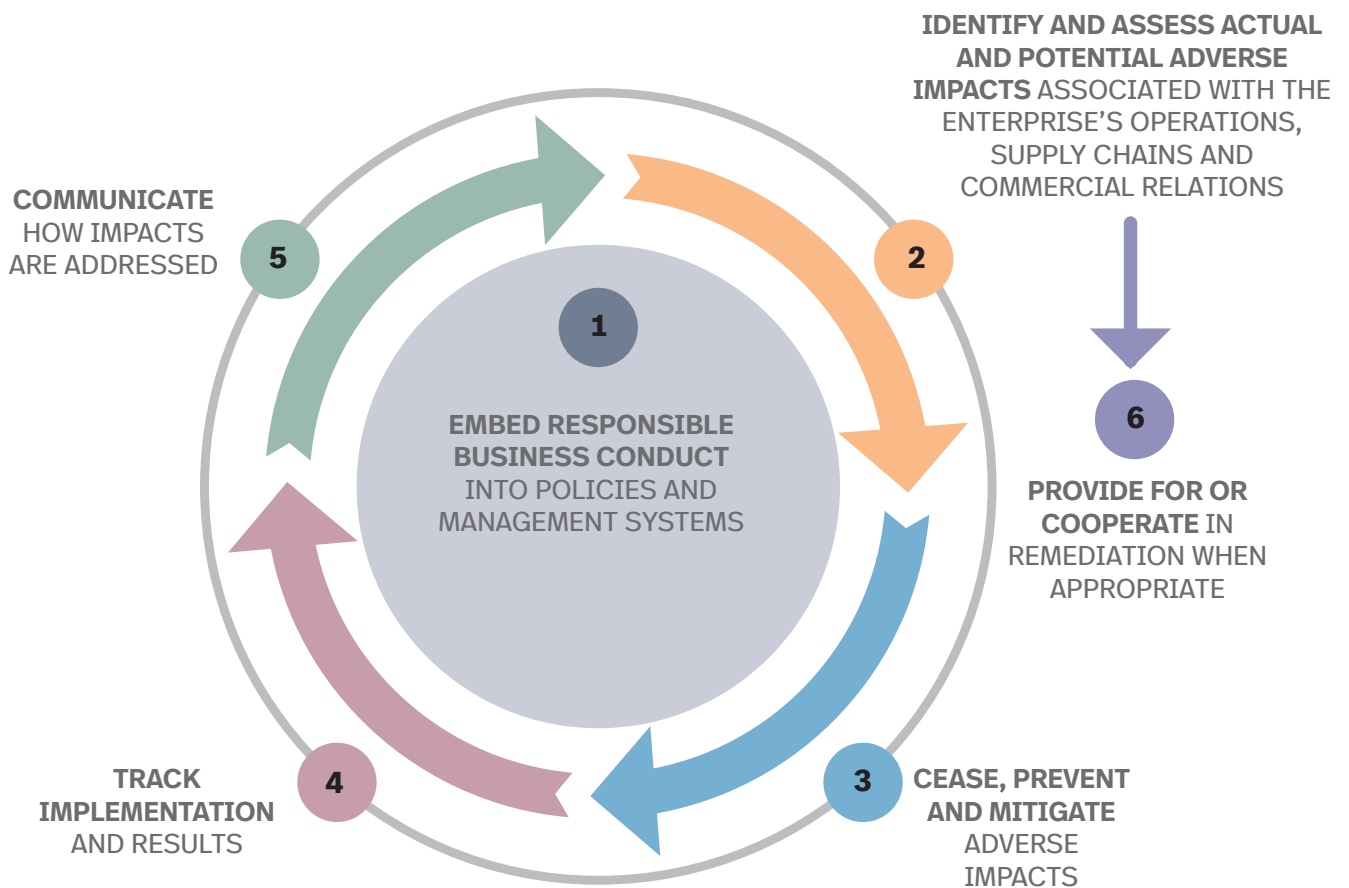
GRI 2-23, 2-24, 2-25, 2-26

El Puerto de Liverpool is committed to Responsible Business Conduct, and we abide by the leading international frameworks. We are especially committed to the OECD Guidelines for Multinational Companies, because even though our activities are limited to Mexico, our supply chains are global.

We strictly fulfill our responsibility to respect human rights, regularly identifying such risks in our operations and developing prevention and mitigation measures, much of which are included in our Sustainability Strategy. We are guided in all cases by the United Nations Guiding Principles on Business and Human Rights.

We recognize the human rights consigned in the UN Universal Declaration and in successive international agreements on women’s rights, rights of the child, rights of disabled persons, and of workers.

In operating our retail, financial and real-estate businesses, we face different risks and we manage them comprehensively through due diligence, taking the following steps:



Source: OECD Due Diligence Guidance for Responsible Business Conduct

PROCESS	PERFORMANCE			
	Customer relations	Employee safety, health and welfare	Diversity, equal opportunity and non-discrimination	Supply chain labor practices
1. Embed responsible business conduct into policies and management systems	Active dissemination of our ethical guidelines: Code of Ethics, Code of Conduct and Integrity , and regular updates to keep up with the needs of our operating evolution and our environments.			
	Application of policies focused on regulating, controlling and overseeing lawful treatment of personal data .	Application of health and safety protocols , updated as necessary to deal with the pandemic.	Review and update of gender gap policies and processes , to obtain Mexican standard certification NMX R 025 SCFI 2015 in Labor Equality and Non-Discrimination (in progress).	We developed a specific Code of Ethics and Conduct for suppliers. We have a Responsible Sourcing Policy to encourage better working conditions and respect for the environment in our supply chain.
2. Identify and assess actual and potential adverse impacts associated with the enterprise's operations, products or services	We receive reports on possible noncompliance with our policies through Línea Ética . We also apply control, oversight and auditing systems , to identify and actively respond: Control and internal and external audit team, supervision by the Audit and Corporate Practices Committee. Performance of the compliance office .			
	We evaluate the accessibility of our stores and shopping centers to work on the necessary corrective measures. Through our Línea Ética our customers can notify us of possible incidents of discrimination by our employees.	Continuing the work plan for applying Official Mexican Standard NOM-035-STPS-2018 , identification of psychosocial risk factors at work.	We conduct an organizational climate survey that helps us identify areas to focus on.	We have Responsible Sourcing programs by which we evaluate ESG practices (environmental, social and governance) among store brand and strategic suppliers.

PROCESS	PERFORMANCE			
	Customer relations	Employee safety, health and welfare	Diversity, equal opportunity and non-discrimination	Supply chain labor practices
3. Cease, prevent and mitigate adverse impacts	We provide regular training and onboarding to employees on compliance and integrity, in efforts coordinated by the Compliance Office.			
	<p>To protect our customers' safety:</p> <ul style="list-style-type: none"> - We reinforce the safety of our store brands for customers through external laboratory testing. - We obtain H Distinction for our restaurants and gourmet experiences, recognizing hygienic food handling practices. <p>We work to keep our facilities accessible. We have made progress in all our Mexico City Liverpool stores and will continue with the rest of the territory.</p> <p>In our credit business, we want to help customers avoid limitations on solutions to improve their quality of life; we always provide financial education along with the credit.</p> <p>We have due diligence processes to ensure appropriate treatment and safekeeping of customer data.</p>	<p>Continuing COVID protocols.</p> <p>Monitoring the health of vulnerable employees through in-house medical staff.</p> <p>Holistic wellness program: "Creating a Better Me."</p> <p>Flu vaccine campaign.</p>	<p>Employee training and awareness-building:</p> <p>Forum on Gender Equity, Forum on Diversity and Inclusion.</p> <p>Incorporation of diversity culture in onboarding.</p> <p>Suburbia's Internal promotion program for women's development (Top Talent).</p> <p>Inclusive hiring: first generation of trainees to include persons with disabilities.</p>	<p>We require suppliers to sign the Code of Ethics and Conduct.</p> <p>We seek out sustainability certifications for our own products, which include how labor aspects are managed in the supply chain (e.g. Better Cotton Initiative, or BCI).</p> <p>We will be providing sustainability training to domestic suppliers starting in 2022, including social performance and human rights protection.</p>

PROCESS	PERFORMANCE			
	Customer relations	Employee safety, health and welfare	Diversity, equal opportunity and non-discrimination	Supply chain labor practices
4. Track implementation and results	<p>The indicated initiatives are included in the El Puerto de Liverpool Sustainability Strategy and are monitored for specific desks with varying frequency (depending on the focus of the strategy in which they are included).</p> <p>The Sustainability Strategy is also evaluated every quarter.</p>			
5. Communicate how impacts are addressed	<p>For the first time, we prepared an integrated report, which includes information on our Environmental, Social and Governance (ESG) performance.</p> <p>We also prepared this Annex, which brings together all the information on our due diligence exercise regarding human rights.</p>			
6. Provide for or cooperate in remediation when appropriate	<p>We encourage preventive management through policies and codes, along with the above-mentioned measures, to prevent possible risks to the human rights of our employees, customers, and in our supply chain.</p>			

I.4 Contribution to the Sustainable Development Goals

El Puerto de Liverpool contributes to sustainable development through its various businesses. To this same end, we have incorporated ESG criteria into the decisions we make on all levels. We have also supported various key initiatives that make up La Huella (Footprint in English) de El Puerto de Liverpool's Sustainability Strategy.

We promote a culture of sustainability among our employees, who are the ones that make our progress in this regard possible. We extend this culture to our customers, encouraging them to take it into account in their shopping decisions; and to our suppliers, whom we require to have responsible social and environmental practices and to act in an ethical manner.

We identified the Sustainable Development Goals to which we can make the most significant contribution, given our type of activities and context. These are the ones that most closely relate to the priorities of our Sustainability Strategy.



Health and Wellness



Quality Education



Gender Equality

	GOALS 3.3	GOALS 4.1, 4.3, 4.4, 4.5; 4a, 4c	GOALS 5.1, 5.2, 5.5
CONTRIBUTION	<p>COVID prevention and response protocols for our employees, including antigen testing.</p> <p>Appointment of employees to serve as change agents: Wellness Ambassadors and Contagion Control Supervisors.</p> <p>Monitoring the health of vulnerable employees through our Medical and Nurse's Office; remote work for corporate teams.</p> <p>"Creating a Better Me" program to promote self-care and reduce the risks to physical, emotional and financial health.</p>	<p>Universidad Virtual Liverpool (UVL) so that employees can complete their studies.</p> <p>Development programs in Leadership and Customer Experience.</p> <p>For the general public:</p> <ol style="list-style-type: none"> 1) Pilot opening of UVL with first content. 2) Development of an educational support program that includes infrastructure improvement, teacher training, and support for high school students with company internship. 	<p>"Women who Inspire" program, to provide leadership training for women in executive positions. Already under way at Suburbia, in 2022 it will be extended to the entire group.</p> <p>Diversity and Inclusion Month, with various activities and awareness-raising exercises to promote this culture among employees.</p>
INDICATORS	<p>Lost Time Injury Frequency Rate (LTIFR): 15.49</p>	<p>625 UVL graduates*</p> <p>16.11 hours average training/employee</p> <p><small>*finished their certification or degree</small></p>	<p>4,800 employees participated in Diversity and Inclusion Month:</p> <p>In our workforce:</p> <p>40.6% of women in executive positions</p> <p>54.0% women in middle management</p>



Affordable, clean energy



Decent work and economic growth



Industry, innovation and infrastructure

	GOALS 7.2, 7.3	GOALS 8.5, 8.6, 8.7, 8.8	GOALS 9.4
CONTRIBUTION	<p>Agreements on renewable energy supply.</p> <p>Our Arco Norte Logistical platform, the logistical lungs of this company, was designed for a reduced environmental impact, including installation of an intelligent system for monitoring electricity consumption.</p>	<p>Inclusion of employees with disability, with the first generation of inclusion trainees.</p> <p>Internship program for youth, including those enrolled in dual formation programs.</p> <p>Responsible Sourcing Program, which evaluates suppliers for social and environmental practices as well as labor conditions.</p>	<p>Environmental assessment of suppliers within the Responsible Sourcing Program, promoting good practices.</p> <p>Incorporation of sustainable cotton (BCI) in store-brand products; incorporation of recycled materials as well.</p>
INDICATORS	<p>28.3% of energy from renewable sources (from total consumption).</p> <p>Energy consumption intensity 97.83 kWh/m²</p>	<p>122 students in various internship/work-study programs</p> <p>80% of suppliers audited were found to have low or very low risk</p>	<p>\$337,002,923 MXN in BCI-certified products (sales)</p> <p>\$84,193,217 MXN in products with other certifications (sales)</p>



Reduced inequalities



Responsible production and consumption



Climate action

	GOALS 10.2	GOALS 12.4, 12.5, 12.8	GOALS 13.2
CONTRIBUTION	<p>Work on making our facilities more accessible through signage and elimination of barriers. Pilot program for comprehensive store intervention.</p> <p>Availability of credit and promotion of online credit card applications. Complemented with financial education initiatives.</p> <p>Development of broad-based educational initiatives (general public) including the opening of Universidad Virtual Liverpool (UVL) programs to the general public.</p>	<p>Training employees to encourage responsible consumption in customers.</p> <p>Development of portfolio of products that include sustainability features, informing the customer.</p> <p>Circularity strategy to encourage reuse and/or recycling of eligible waste.</p> <p>Incorporation of recyclable containers and packaging in store-brand products; already done for shoe boxes and hangers.</p>	<p>Implemented a strategy to meet our commitment to become a Net Zero company by 2040 (Scope 1 and 2 Emissions).</p> <p>We incorporated electric vehicles to our distribution fleet.</p>
INDICATORS	<p>16% of credit granted to first-time borrowers</p> <p>16,727 visits to our online financial education content</p> <p>3,896 UVL students from outside the organization</p>	<p>8% of store-brand revenues come from products classified with sustainable features (certification, recycled content)</p> <p>27.22% of waste is reused or recycled</p>	<p>71 hybrid and electric vehicles</p> <p>Emissions intensity (S1+S2) 35.16 kgCO₂e/m²</p>



Peace, justice and solid institutions

	GOALS 16.5, 16.6, 16.7
CONTRIBUTION	<p>Created of a Supplier Code of Conduct and encouraged suppliers to sign their commitment to apply it.</p>
INDICATORS	<p>62% of active suppliers signed the Code of Conduct at Liverpool, 97% at Suburbia.</p>

ANNEX

ESG at El Puerto de Liverpool

1. Environmental

1.1. Energy

GRI 302-1, 302-3, 302-4, SASB CG-EC-130a.1; CG-MR-130a.1

FUEL CONSUMPTION – 2021 BREAKDOWN

Fuel	Source	Partial (liters)	Total (liters)	Total (GJ)	Total kWh
Gasoline	Mobile	5,014,328	5,024,274	118,000	32,777,936
Gasoline	Fixed	9,946			
Diesel	Mobile	5,078,094	5,546,959	204,473	56,798,490
Diesel	Fixed	468,866			
LP Gas	Fixed	1,711,652	1,711,652	30,332	8,425,620
Natural Gas	Fixed	366,405,930	366,405,930	613,486	170,414,084
TOTAL	Consolidated	378,688,816	378,688,816	966,290	268,416,130

FUEL CONSUMPTION: YEAR-TO-YEAR CHANGES

	2021		Δ21-20	2020	2019
Total (liters)	Total (GJ)	Total kWh		Total (kWh)	Total (kWh)
378,688,816	966,290	268,416,130	147%	108,551,370	117,402,740

ELECTRICITY CONSUMPTION – 2021 BREAKDOWN

Source	Total (kWh)	Total (GJ)
Energy mix (non-renewable)	389,944,337	1,403,800
Renewable acquired	152,015,893	547,257
<i>Wind</i>	127,371,557	458,538
<i>Solar</i>	16,466,184	59,278
<i>Hydraulic</i>	8,178,152	29,441
Renewable self-generated (solar)	2,234,072	8,043
TOTAL renewal	154,249,965	555,300
TOTAL	544,194,302	1,959,099

% renewable energy	28.3
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ELECTRICITY CONSUMPTION – YEAR-TO-YEAR CHANGES

Source	2021		2020		Δ21-20	2019	
	Total (kWh)	Total (GJ)	Total (kWh)	Total (GJ)		Total (kWh)	Total (GJ)
Energy mix (non-renewable)	389,944,337	1,403,800	300,328,831	1,081,184	30%	498,531,511	1,794,713
TOTAL renewable	154,249,965	555,300	156,416,157	563,098	-1%	167,389,383	602,602
TOTAL	544,194,302	1,959,099	456,744,988	1,644,282	19%	665,920,893	2,397,315

% renewable energy	28.3	34.2	-590 pb	25.1
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ELECTRICITY INTENSITY kWh/m² BY FORMAT - 2021

Warehouse/Distribution Centers	16.10
Shopping Centers	31.63
Boutiques	203.83
Liverpool	152.48
Offices	29.62
Suburbia	98.20

Note: Based on Net Constructed Area (NCA).

ENERGY CONSUMPTION INTENSITY

	2021		2020		Δ21-20		2019	
	kWh/m ²	kWh/M MXN	kWh/m ²	kWh/M MXN	kWh/m ²	kWh/M MXN	kWh/m ²	kWh/M MXN
Electricity	82.88	3.60	71.49	3.96	16%	-9%	104.45	4.62
Fuel	40.88	1.78	16.99	0.94	-12%	-31%	18.38	0.81
Total energy	123.76	5.38	88.48	4.90	11%	-13%	122.83	5.43

Notes:

- Based on Net Constructed Area (NCA).
- The denominator in revenue indicators is expressed in thousands of pesos (MXN).

1.2. GHG Emissions

GRI 305-1, 305-2, 305-4, 305-5, SASB CG-EC-410a.1

TOTAL GHG EMISSIONS BY FORMAT - 2021 (TONCO₂E)

	Scope 1	Scope 2	Total
Warehouse/Distribution Centers	1,222	5,404	6,625
Shopping Centers	3,261	19,871	23,131
Boutiques	4	3,358	3,362
Liverpool	11,380	112,343	123,723
Offices	6,995	1,642	8,637
Suburbia	2,512	21,471	23,984
Logistics	17,214	0	17,214
Total	42,589	164,088	206,676

GREENHOUSE GAS (GHG) EMISSIONS (TONCO₂E) - TOTAL OPERATIONS

	2021	2020	Δ21-20	2019
Scope 1	42,589	39,904	7%	37,179
Scope 2	164,088	148,339	11%	251,758
Total	206,676	188,243	10%	288,938

Note: Based on emission factor of national electrical system in 2020.

GHG EMISSIONS INTENSITY KGCO₂E/M² BY FORMAT - 2021

Warehouse/Distribution Centers	7.4
Shopping Centers	10.1
Boutiques	56.6
Liverpool	52.3
Offices	65.9
Suburbia	29.3

Note: Based on Net Constructed Area (NCA).

GHG EMISSIONS INTENSITY - TOTAL OPERATIONS

	2021		2020		Δ21-20		2019	
	kgCO ₂ e/m ²	kgCO ₂ e/M MXN	kgCO ₂ e/m ²	kgCO ₂ e/M MXN	kgCO ₂ e/m ²	kgCO ₂ e/M MXN	kgCO ₂ e/m ²	kgCO ₂ e/M MXN
Scope 1	6.49	0.30	6.25	0.35	4%	-15%	5.83	0.26
Scope 2	24.99	1.14	23.22	1.28	24%	2%	39.41	1.75
Total (A1+A2)	31.48	1.43	29.46	1.63	19%	-2%	45.24	2.00

Notas:

- Based on Net Constructed Area (NCA).
- Based on emission factor of national electrical system in 2020.
- The denominator in revenue indicators is expressed in thousands of pesos (MXN).

We have the goal of reducing emissions by 268,000 metric tons of CO₂ equivalent in scopes 1 and 2 by 2040.

LOW-EMISSION VEHICLES ACQUIRED (PROPRIETARY TRANSPORT)

Type	2021	2020
Hybrid vehicles	33	0
Electric vehicles	38	0

This initiative began in 2021 within the framework of La Huella de El Puerto de Liverpool's Sustainability Strategy. It covers vehicles at Liverpool; expect to extend this to Suburbia vehicles as well.

1.3. Waste

GRI 306-3, 306-4, 306-5

WASTE GENERATED BY TYPE AND DESTINATION 2021		
Category	Type of waste	Total (metric tons)
Solid urban waste	Non-recyclable	19,469
	Recyclable	7,713
Solid urban waste	ORCA	44
Special handling waste	Non-recyclable	1,174
	Recyclable	16
Hazardous waste	Hazardous/non-recyclable waste	183
Total		28,600

WASTE - YEAR-OVER-YEAR CHANGE				
	2021	2020	Δ21-20	2019
Total generated (metric tons)	28,600	38,107	-25%	10,941
% reused or recycled	27.2	5.7	1%	0.8

We have pledged to recycle approximately 26,000 metric tons by 2040 (considered equivalent to 100% of recyclable waste)

We treat solid urban waste in biodigesters:

WASTE TREATED IN BIODIGESTERS				
	2021	2020	Δ21-20	2019
Solid urban waste (ORCA)	44	67	-34%	84

1.4. Water

GRI 303-3, 303-4, SASB CG-EC-130a.2

WATER INTAKE AND DISCHARGE (MILLIONS OF m ³)					
Source	2021	2021 (grouped)	2020	Δ21-20	2019
Municipal supply	1.5				
Water tankers	0.3				
Treated water for consumption	0.3	2.4	2.0	20%	2.6
Outside suppliers	0.2				
Well water	0.1	0.1	0.1	=	0
Total intake	2.5	2.5	2.1	19%	2.6
Total wastewater treated	0.4	0.4	0.1	208%	NA
Wastewater treated in company facilities	0.4				
% treated water reused EPL	22				

WATER INTAKE INTENSITY – TOTAL OPERATIONS

2021		2020		Δ21-20		2019	
m ³ /m ²	m ³ /M MXN	m ³ /m ²	m ³ /M MXN	m ³ /m ²	m ³ /M MXN	m ³ /m ²	m ³ /M MXN
0.43	0.02	0.33	0.02	32%	=	NA	NA

Considers Net Construction Area (NCA).

NA: Not available.

We have set ourselves the target of reducing water extraction by 1.07 million m³ by 2040, by recycling and reusing water.

2. Social: labor

2.1. Labor demographics

GRI 2-7, 401-1, 405-1, 405-2, SASB CG-EC-330a.2, CG-EC-330a.3; CG-MR-310a.2; CG-MR-330a.1

DEMOGRAPHICS: GENDER BY PROFESSIONAL CATEGORY

	2021	2020	Δ21-20
Senior management	1,134	1,128	6
% women	40.6	39.8	76 pb
Director	247	241	6
Men	178	178	0
Women	69	63	6
Subdirector	144	147	-3
Men	100	99	1
Women	44	48	-4
Manager	743	740	3
Men	396	402	-6
Women	347	338	9
Middle management	9,889	9,782	107
% women	54.0	53.5	49 pb
Coordinator	665	658	7
Men	358	359	-1
Women	307	299	8
Executive	9,224	9,124	100
Men	4,189	4,187	2
Women	5,035	4,937	98
Others	61,696	61,639	57
% women	62.3	61.6	74 pb
Salespersons	29,496	30,822	-1,326
Men	8,563	9,263	-700
Women	20,933	21,559	-626
General staff	32,200	30,817	1,383
Men	14,680	14,412	268
Women	17,520	16,405	1,115
TOTAL	72,719	72,549	
% women	60.9	60.2	69 pb

BREAKDOWN OF WORKFORCE BY GENERATION (PERCENTAGE OF EMPLOYEES)

	2021	2020	Δ21-20
Millenials	59.9	60.8	-90 pb
Gen X	37.1	37.0	10 pb
Gen Z	2.3	1.1	120 pb
Baby boomers	0.8	1.1	-30 pb

SPECIFIC POSITIONS

	2021	2020	Δ21-20
STEM	2,859	2,780	79
Men	1,449	1,393	56
Women	1,410	1,387	23
% Women	49.3	49.9	-0.6 pb
SALES POSITIONS	524	533	-9
Men	201	207	-6
Women	323	326	-3
% Women	61.4	61.2	20 pb

Notes:

- STEM: Includes Digital, Finance and Administration, Computer Engineering, Real-Estate (Engineering), Financial Businesses (excluding operating staff), Construction, Suburbia Real Estate, Suburbia Financial Services, Transformation and Innovation*.
- Sales positions: includes purchasing areas (Hardline and Softline).

*The Transformation and Innovation area did not exist in 2020.

At El Puerto de Liverpool, all of our unionized employees are supported by a collective bargaining contract by which they negotiate their working conditions, wages and benefits, as established by the Federal Labor Law.

HIRING AND TURNOVER – BREAKDOWN 2021

	2021
New hires	13,854
Men (%)	46
Women (%)	54
Voluntary turnover (%)	62.0
Total turnover	24.6
Breakdown of total turnover by employee category	
Men	11.8
Women	12.7
Millenials	72.6
Gen X	19.1
Gen Z	6.9
Baby Boomers	1.2
Department store: Liverpool	21
Store: Suburbia	35
Boutique: Sfera	27
Boutiques	30
Logistics	39
Financial services	31
Real-estate services	12
Central/shared services	17
% of vacancies filled internally*	73

Note:

*Only positions from coordinator and higher were monitored and reported.

YEAR-TO-YEAR TURNOVER RATES

	2021	2020	Δ21-20	2019
Turnover (%)	25	19	600 pb	40
Voluntary turnover (%)	62	56	600 pb	60

BASE SALARY WOMEN/MEN 2020

BREAKDOWN OF WORKFORCE BY LEVEL

Executives	95%	0.3%
Managers	91%	1.2%
Professionals	98%	13.5%
General staff	98%	85.0%

BASE SALARY WOMEN/MEN 2020

BREAKDOWN OF WORKFORCE BY LEVEL

Executives	97%	0.3%
Managers	92%	1.2%
Professionals	97%	13.6%
General staff	96%	84.8%

Note: breakdown of the categories presented on this chart:

Executives: Director and Senior Director

Managers: Managers and Deputy Managers

Professionals: Coordinators, Consultants and Specialists

General staff: General and Sales personnn

	2021	2020	Δ21-20	2019
Salary and compensation expense (MXNmn)	18,094.81	15,632.46	11%	16,168.70
HC ROI	2.04	1.24	65%	2.19

HC ROI = Revenues - (operating expense - salaries and benefits)/salaries and benefits.

2.2. Training and career development

GRI 404-1, 404-2, 404-3

TRAINING

	2021	2020
Average hours of training/employees	16.11	19.9
Total investment (MXN mn)	22.28	20.55
Average investment (MXN/employee)	462.45	361.87

DEVELOPMENT PROGRAMS

Liverpool Virtual University provides specialized training to our employees, focused on the different needs and job descriptions in the workforce.

It provides training programs organized into the following blocks:

- 1) Courses that help employees do their jobs better;
- 2) Courses to help them complete their high school degrees;
- 3) Courses for completing college and master's degrees relating to El Puerto de Liverpool operations and thus to continue advancing in their careers.

UVL GRADUATES: EMPLOYEES – BREAKDOWN 2021

Educational level	Number of employees
Primary	4
Secondary	22
High school	111
Técnico Superior Universitario en Optometría (TSUO)	11
Undergraduate	344
Masters	77
Language Center	56
Total	625

UVL GRADUATES: EMPLOYEES – YEAR-TO-YEAR COMPARISON

	2021	2020	Δ21-20
Total graduates	625	469	33.26%

Note: Includes all employees who completed their study plans, i.e., graduated.

PERFORMANCE EVALUATIONS

	2021	2020	Δ21-20
Goal-based (% of employees)	100	100	=
Multidimensional (% of employees)	6.53	6.31	-220 pb
Comparative rankings	0	0	=

Note: All employees that meet the required seniority are evaluated. Fractions that represent the employees on each professional category covered by each type of evaluation over the total workforce are presented.

Multidimensional evaluation: coordinators, managers, under-directors and directors

2.3. Health, safety and wellness

GRI 403-9

OCCUPATIONAL HEALTH AND SAFETY

	2021	2020	2019
Fatalities – employees	0	1	1
Fatalities – contractors	1	0	2
Accident frequency rate with days lost – employees	15.49	8.95	22.94

3. Social: communities

INTERN PROGRAMS FOR STUDENTS AT EL PUERTO DE LIVERPOOL		
	2021	2020
Interns	71	37
Dual model	19	17
Scholarship recipients	18	22
Social service	14	5
TOTAL	122	81

PARTICIPANTS IN EXTERNAL PROGRAMS THROUGH UNIVERSIDAD VIRTUAL LIVERPOOL		
	2021	2020
Youth Building the Future	421	287
Leaders in Movement	117	63
Growing with El Puerto de Liverpool	3,358	1,032
TOTAL	3,896	1,382

COMMUNITY CONTRIBUTIONS				
	2021	2020	Δ21-20	2019
Employee volunteer time (work-hours)	1,195	680	76%	ND
Monetary value of volunteer hours (MXN)	68,321	56,440	21%	ND
Reverse logistics donation program (MXN mn)	145	188	-23%	180

4. Value chain sustainability

GRI 2-6

Responsible Sourcing Program:

- In 2021, the universe of merchandise suppliers involved in the sourcing program, according to the criteria indicated, was 2,445.
- We evaluated 736 suppliers in phases I and II of the program, which also included 1,203 factories; of these, 80% of suppliers were found to have low or very low risk.
- We also evaluated 145 suppliers included in this scope who already have a sustainability program.

Domestic suppliers accounted for 88.39% of the total in 2021.

SUSTAINABILITY TRAINING FOR SUPPLIERS

In 2021, we developed a Sustainability Guidelines Training Program aimed at strategic domestic suppliers and manufacturers, seeking to expand their knowledge and build awareness about benchmark ESG practices, primarily in their design and product manufacture processes. The program will be launched in 2022.

Nevertheless, internally we have already begun training through a webinar on El Puerto de Liverpool's Footprint Strategy and its importance, as well as for specific teams: 1,540 employees received training in 2021.

With this, we also help spread our culture of sustainability to our customers.

5. Sustainability and inclusion for clients

306-2, 412-2, FS7, FS16, SASB CG-MR-410a.1; CG-MR-410a.3

STRATEGY FOR REDUCING WASTE GENERATION FROM PACKAGING

We are working in various areas:

1. Incorporation of containers and packaging with recycled and/or recyclable components in our store brand merchandise—we have already achieved some outstanding results, see the chapter on Relations with Commercial Partners.
2. Reduced use of containers and packaging, especially when shipping online purchases. The first steps have been taken in this regard.
3. Eliminate single-use plastics, complying with the Mexico City Environmental Agency (SEDEMA) regarding circularity criteria that must be met by regulated containers (as with other state authorities).
4. Raise customer awareness, particularly regarding reuse of bags.

SUSTAINABLE PRODUCTS

	2021
SKUs (number) - AOPS	14,992
Revenues (MXN) (softline) - Liverpool	421,196,140
Better Cotton Initiative (BCI) - Liverpool	337,002,923
Sustainable (other certifications) - Liverpool	84,193,217
% of store-brand products with BCI certification	6
% of store-brand products with recycled content	2
% of total revenues from store-brand products	8

AWARENESS-RAISING AND PROMOTION OF SUSTAINABILITY WITH CUSTOMERS

At El Puerto de Liverpool we have created a communication identity for our Sustainability Strategy (The Footprint of Liverpool), centering around the concept of “leaving our mark,” which will promote communication and dissemination of results for all our business units.

We introduced a new concept, “We want life to stay pink” to communicate our various sustainability actions. Under this umbrella concept, we:

1. Launched a section of our webpage containing important information on Liverpool’s sustainability strategy and initiatives.
2. Promoted the sale of sustainable products in our stores through special labeling and digital and in-store communication.

FINANCIAL INCLUSION

	2021
No. of customers who obtained credit for the first time	128,690
% of customers who obtained credit for the first time	16
Value of total credit to these customers (MXN)	845,117,986
% of total credit extended to these customers	3.72

FINANCIAL EDUCATION

	2021
Effective welcome/financial culture calls (new customers) (number)	104,239
Financial culture content (capsules) (number)	11
Website views of financial education content (number)	16,727

PHYSICAL ACCESSIBILITY IN STORES: ASSISTANCE AND ELIMINATION OF OBSTACLES

Liverpool Santa Fe was the site of the pilot test for the 100% implementation of our signage project, which incorporated accessibility standards for people with motor disabilities.

On the basis of this test, we expanded the program's scope to all of Mexico City and the metropolitan area, and will continue with the rest of our stores after that.

EMPLOYEES TRAINED IN DIVERSITY AND INCLUSION

	2021
Diversity and Inclusion Month	4,800
Employees trained during Onboarding	525

6. Governance and ethics

GRI 2-16, 205-3, 406-1, 418-1, SASB CG-EC-230a.2; CG-MR-230a.2; FN-CF-220a.2, FN-CF-230a.1

ACCEPTED REPORTS THROUGH LÍNEA ÉTICA

	2021	2020	2019
Number of reports received through Línea Ética and addressed*		286	523
Labor issues (harassment, bullying, discrimination) (%)	78	66	81
% operating issues (negligence, misuse of assets, conflicts of interest)	14	22	8
% corruption, fraud, theft	8	12	11

*Not including reports that were dismissed or had to do with COVID-19; repeated reports are considered only once when referring to the same case.

ETHICS – 2021 BREAKDOWN

	2021	
Number of employees trained	56,366	
% of total workforce	78.12	
Total hours of training	117,672	
% of suppliers who signed Code of Ethics	(by business)	
	Liverpool	62
	Suburbia	97
	Procurement	60
Contributions to industry organizations (MXN)*	18,980,000	

Notes:

* Asociación Nacional De Tiendas De Autoservicio y Departamentales (ANTAD).

- In 2021 we updated the Supplier Code of Ethics and began a new signing process, which is why the percentage of active suppliers declined from the 100% that had signed it previously (2020).

According to data from the information Security Office, there were no recorded cybersecurity incidents that compromised our customer information in 2021.

GRI Content Index

UNIVERSAL STANDARDS

GRI: FOUNDATION 2021

Guide to application of GRI standards throughout the report

GRI 2: GENERAL DISCLOSURES 2021

SECTION	CONTENT	REASON FOR OMISSION	SDG AND TARGETS	PAGE	
The organization and its reporting practices	GRI 2-1			4	
	GRI 2-2			4; see financial statements	
	GRI 2-3			Inside back cover	
	GRI 2-4			Inside back cover	
	GRI 2-5			Inside back cover	
Activities and workers	GRI 2-6			4, 53	
	GRI 2-7		8.5, 8.6	49	
	GRI 2-8	Not applicable; El Puerto de Liverpool hires through the companies that make up its various businesses; it is an outstanding source of jobs.		N/A	
Governance	GRI 2-9		16.6	32	
	GRI 2-10		16.6	32	
	GRI 2-11		16.6	32	
	GRI 2-12		16.6	32	
	GRI 2-13		16.6	32	
	GRI 2-14		16.6	Inside back cover	
	GRI 2-15		16.6	32	
	GRI 2-16		16.6	32, 55	
	GRI 2-17		16.6	32	
	GRI 2-18	Not available; part of the evolution of corporate governance management		16.6	N/A
	GRI 2-19		16.6	32	
	GRI 2-20		16.6	32	
Strategy, policies and practices	GRI 2-21	Confidential due to internal company guidelines	16.6	N/A	
	GRI 2-22			3, 9	
	GRI 2-23			39	
	GRI 2-24			39	
	GRI 2-25			39	
	GRI 2-26			24, 39	
	GRI 2-27	Not available; accounting is working on open processes that can exist for the set of ESG issues			N/A
	GRI 2-28				37
Stakeholder engagement	GRI 2-29			37	
		Confidential due to internal company guidelines		N/A	
GRI 3: MATERIAL TOPICS 2021					
	GRI 3-1			38	
	GRI 3-2			38	
	GRI 3-3			See table of GRI content by material issue	

GRI CONTENT BY MATERIAL ISSUE – SPECIFIC INDUSTRY AND TOPIC STANDARDS

	TOPIC	GRI STANDARD	GRI CONTENT	SUSTAINABLE DEVELOPMENT GOAL	PAGE(S)
MATERIALES	Supply chain and responsible sourcing	GRI 3: Material topics 2021	GRI 3-3		17
		GRI 308: Supplier Environmental Assessment 2016	308-2	13.3	21
		GRI 414: Supplier Social Assessment 2016	414-2	5.2, 8.8, 16.1	21
	E-commerce and cybersecurity	GRI 3: Material topics 2021	GRI 3-3		17
		GRI 418: Customer Privacy 2016	418-1	16.3, 16.10	
	Diversity and inclusion	GRI 3: Material topics 2021	GRI 3-3		17
		Diversity and Equal Opportunity 2016	405-1	5.1, 5.5, 8.5	49
				5.1, 8.5, 10.3	49
	Education and human capital development	GRI 406: Non-discrimination 2016	406-1	5.1, 8.8	55
		GRI 3: Material topics 2021	GRI 3-3		17
		GRI 403: Occupational Health and Safety 2024	403-9	3.3, 3.9, 8.15	
		GRI 404: Training and Education 2016	404-1	4.3, 4.4, 4.5, 5.1, 8.2, 8.5, 10.3	
	404-2		8.2, 8.5	20	
	404-3		5.1, 8.5, 10.3		
	Innovation	GRI 3: Material topics 2021	GRI 3-3		17
GRI 205: Anti-corruption 2016		205-1	16.5	22	
		205-3	16.5	55	
Innovación	GRI 3: Material topics 2021	GRI 3-3		17	

GRI CONTENT BY MATERIAL ISSUE – SPECIFIC INDUSTRY AND TOPIC STANDARDS

	TOPIC	GRI STANDARD	GRI CON- TENT	SUSTAINABLE DEVELOPMENT GOAL	PAGE(S)	
EMERGENTES	Corporate governance	GRI 3: Material topics 2021	GRI 3-3		17	
		GRI 3: Material topics 2021	GRI 3-3		17	
	Climate change strategy	GRI 305: Emissions 2016	305-1		3.9, 12.4, 13.1, 14.3, 15.2	46
			305-2		3.9, 12.4, 13.1, 14.3, 15.2	46
			305-4		13.1, 14.3, 15.2	46
			305-5		13.1, 14.3, 15.2	46
	Operating eco-efficiency	GRI 3: Material topics 2021	GRI 3-3			17
			302-1		7.2, 7.3, 8.4, 12.2, 13.1	45
		GRI 302: Energy 2016	302-3		7.3, 8.4, 12.2, 13.1	45
			302-4		7.3, 8.4, 12.2, 13.1	45
			303-3		6.4	46
	Packaging	GRI 3: Material topics 2021	GRI 3-3			17
			306-1		3.9,12.4,12.5	22
		GRI 306: Waste 2020	306-2		3.9, 6.3, 11.6, 12.4, 12.5	22, 54
			306-3		3.9,12.4,12.5	46
			306-4		3.9,11.6,12.4,12.5	46
	Environmental and so- cial impact of products and services	GRI 3: Material topics 2021	GRI 3-3			17
			412-2		4.7, 5.1	54
		GRI 412: Human rights assess- ment 2016	416-1			22
			FS7		1.4, 8.3, 8.10, 9.3, 10.2, 11.1	54
			FS16		1.4	54
	Employer brand	GRI 3: Material topics 2021	GRI 3-3			17
		GRI 401: Employment 2016	401-1		5.1, 8.5, 8.6,10.3	49
	Transparency	GRI 3: Material topics 2021	GRI 3-3			17
		GRI 415: Public Policy 2016	415-1		16.5	22

SASB metrics index

E-COMMERCE STANDARD – 2018

SASB TOPIC	CODE	DESCRIPTION	UNIT OF MEASUREMENT	OMISSIONS AND/OR MODIFICATIONS	PAGE(S)
ACTIVITY METRICS					
(Activity metric)	CG-EC-000.A	Entity-defined measure of user activity	Number		9
(Activity metric)	CG-EC-000.B	Data processing capacity, percentage outsourced	Measure typically tracked by the entity	Not available	N/A
(Activity metric)	CG-EC-000.C	Number of shipments	Number	Not available	N/A
ACCOUNTING METRICS					
Hardware, Infrastructure, Energy & Water Management	CG-EC-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Gigajoules (GJ), Percentage (%)		45
Hardware, Infrastructure, Energy & Water Management	CG-EC-130a.2	(1) Total water withdrawn, (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Thousands of cubic meters (m ³), Percentage (%)	Available data include volume of water intake as well as discharges from our treatment plants; no available data on total water discharged or therefore consumption (difference between intake and discharge). Breakout of water stress regions not available.	48
Hardware, Infrastructure, Energy & Water Management	CG-EC-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	N/A	Not applicable; data center is owned by independent specialist	N/A
Data Privacy & Advertising Standards	CG-EC-220a.1	Number of users whose information is used for secondary purposes	Number	Not available	N/A
Data Privacy & Advertising Standards	CG-EC-220a.2	Description of policies and practices relating to behavioral advertising and user privacy	N/A	Not available	N/A

E-COMMERCE STANDARD – 2018

SASB TOPIC	CODE	DESCRIPTION	UNIT OF MEASUREMENT	OMISSIONS AND/OR MODIFICATIONS	PAGE(S)
ACCOUNTING METRICS					
Data Security	CG-EC-230a.1	Description of approach to identifying and addressing data security risks	N/A		25
Data Security	CG-EC-230a.2	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Number, Percentage (%)		55
Employee Recruitment, Inclusion & Performance	CG-EC-330a.1	Employee engagement as a percentage	Percentage (%)	Not available. Workplace environment survey taken in 2021; recognitions obtained as an employer also reflect satisfaction of employees and their commitment	N/A
Employee Recruitment, Inclusion & Performance	CG-EC-330a.2	1) voluntary and (2) involuntary employee turnover	Ratio	Figures show voluntary and total turnover (for overall work force and type of operation)	49
Employee Recruitment, Inclusion & Performance	CG-EC-330a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Percentage (%)		49
Employee Recruitment, Inclusion & Performance	CG-EC-330a.4	Percentage of technical employees who are H1B visa holders	Percentage (%)	Not significant for El Puerto de Liverpool. The company applies the e-commerce good practice standard due to growing sales through digital channels, but it is not a native digital company, so this metric is not significant; nor do we operate in the United States	N/A
Product Packaging & Distribution	CG-EC-410a.1	Total greenhouse gas (GHG) footprint of product shipments	Metric tons (t) CO ₂ -e	Report includes Scope 1 emissions corresponding to warehouse and distribution center operations, including proprietary distribution vehicles	46
Product Packaging & Distribution	CG-EC-410a.2	Discussion of strategies to reduce the environmental impact of product delivery	N/A		22, 27, 29

MULTILINE AND SPECIALTY RETAILERS AND DISTRIBUTORS STANDARD – 2018

SASB TOPIC	CODE	DESCRIPTION	UNIT OF MEASUREMENT	OMISSIONS AND/OR MODIFICATIONS	PAGE(S)
ACTIVITY METRICS					
(Activity metric)	CG-MR-000.A	Number of: (1) retail locations and (2) distribution centers	Number		1
(Activity metric)	CG-MR-000.B	Total area of: (1) retail space and (2) distribution centers	Square meters (m ²)		N/A
ACCOUNTING METRICS					
Energy management in retail & distribution	CG-MR-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Gigajoules (GJ), Percentage (%)		45
Data security	CG-MR-230a.1	Description of approach to identifying and addressing data security risks	N/A		25
Data security	CG-MR-230a.2	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected	Number, Percentage (%)		55
Labor Practices	CG-MR-310a.1	(1) Average hourly wage and (2) percentage of in-store employees earning minimum wage, by region	Reporting currency, Percentage (%)	Not available	N/A
Labor Practices	CG-MR-310a.2	(1) Voluntary and (2) involuntary turnover rate for in-store employees	Rate	Report shows total turnover, specifically for store employees	49
Labor Practices	CG-MR-310a.3	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	Reporting currency	No significant sanctions to report.	N/A
Workforce Diversity & Inclusion	CG-MR-330a.1	Percentage of gender and racial/ethnic group representation for (1) management and (2) all other employees	Percentage (%)		49
Workforce Diversity & Inclusion	CG-MR-330a.2	Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	Reporting currency	No significant sanctions to report.	N/A
Product Sourcing, Packaging & Marketing	CG-MR-410a.1	Revenue from products third-party certified to environmental and/or social sustainability standards	Reporting currency		54
Product Sourcing, Packaging & Marketing	CG-MR-410a.2	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	N/A	Not available	N/A
Product Sourcing, Packaging & Marketing	CG-MR-410a.3	Discussion of strategies to reduce the environmental impact of packaging	N/A		22, 29

CONSUMER FINANCE STANDARD – 2018					
SASB TOPIC	CODE	DESCRIPTION	UNIT OF MEASUREMENT	OMISSIONS AND/OR MODIFICATIONS	PAGE(S)
ACTIVITY METRICS					
(Activity metric)	FN-CF-000.A	Number of unique consumers with an active (1) credit card account and (2) pre-paid debit card account	Number	Not available	N/A
(Activity metric)	FN-CF-000.B	Number of (1) credit card accounts and (2) pre-paid debit card accounts	Number		1
ACCOUNTING METRICS					
Customer privacy	FN-CF-220a.1	Number of account holders whose information is used for secondary purposes	Number	Not available	N/A
Customer privacy	FN-CF-220a.2	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	Reporting currency		55
Data security	FN-CF-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of account holders affected	Number, Percentage (%)		55
Data security	FN-CF-230a.2	Card-related fraud losses from (1) card-not-present fraud and (2) card-present and other fraud	Reporting currency	Not available	N/A
Data security	FN-CF-230a.3	Description of approach to identifying and addressing data security risks	N/A		25
Selling practices	FN-CF-270a.1	Percentage of total remuneration for covered employees that is variable and linked to the amount of products and services sold	Percentage (%)	Not available	N/A
Selling practices	FN-CF-270a.2	Approval rate for (1) credit and (2) pre-paid products for applicants with FICO scores above and below 660	Percentage (%)	Not available	N/A
Selling practices	FN-CF-270a.3	(1) Average fees from add-on products, (2) average APR, (3) average age of accounts, (4) average number of trade lines, and (5) average annual fees for pre-paid products, for customers with FICO scores above and below 660	Reporting currency, Percentage (%), Months, Number, Reporting currency	Not available	N/A
Selling practices	FN-CF-270a.4	(1) Number of complaints filed with the Consumer Financial Protection Bureau (CFPB), (2) percentage with monetary or nonmonetary relief, (3) percentage disputed by consumer, (4) percentage that resulted in investigation by the CFPB	Number, Percentage (%)	Not available	N/A
Selling practices	FN-CF-270a.5	Total amount of monetary losses as a result of legal proceedings associated with selling and servicing of products	Reporting currency	No significant sanctions to report.	N/A