



TALENT

DEVELOPMENT

Talent 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 fosters a culture that encourages individual capabilities, significantly contributing to the overall success and innovation of our organization. Through continuous training initiatives and the Training and Learning department, we promote the development and leadership capacity of our talent, enabling them to reach their full potential. Thus, we cultivate a work environment where dedication, collaboration, and personal growth can thrive. We believe that the success of our people is fundamental to the success of our company, creating a workplace where each person can excel and contribute significantly to our shared goals.

B) Programs

Liverpool Virtual University (UVL)

Liverpool Virtual University (UVL) is a benchmark in corporate education, an initiative by El Puerto de Liverpool with more than **24 years of experience**. It is a platform where employees, their families, and the community can boost their personal and professional growth through various programs that bridge educational gaps from elementary to high school, as well as higher education, postgraduate studies, language mastery, and a wide range of continuing education courses.

The comprehensive vision is to create impact and social mobility by empowering people to make informed decisions and positively influence their surroundings. UVL achieves this by offering 100% scholarships to employees and up to 80% scholarships to the general community. Tracking collaborators' progress after graduation shows that **11.47%* are promoted**, receive a salary increase, or experience a role change.

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The main goal of UVL is to drive comprehensive transformation through inclusive and innovative education, focused on adult development and professionalization, enhancing their skills and knowledge to meet the challenges of today's labor market effectively.

UVL fosters employability opportunities within the community through programs in collaboration with institutions like **Jóvenes Construyendo el Futuro**, **Líderes en Movimiento**, and professional internships for young people. Its impact also extends through community programs such as a high school-level training course for the **CENEVAL exam**, learning paths focused on employability, business, innovation, leadership, as well as initiatives like the **School for Parents** and **Wellness**.

To further support its objectives, UVL offers a **postgraduate leadership program**, the first virtual program of its kind in Mexico, aimed at developing management skills and emphasizing the importance of effective leadership in the workplace.

In essence, UVL strives to make a substantial impact on individuals, society, and the business landscape through formal and continuous education with a multi-faceted and forward-looking approach.

UVL Educational Offer

UVL GRADUATES: COLLABORATORS			
Formal Education			
Launch Year	Educational Program	Period 2021-2024	Accumulated
2018	Primary School	53	143
2018	Secondary School	294	754
2009	High School	455	1894
2007	Higher Technical Education	103	381
2002	Bachelor's Degree	1607	3946
2002	Master's Degree	384	1394
2011	Language Center	444	1785
	Total	3340	10297

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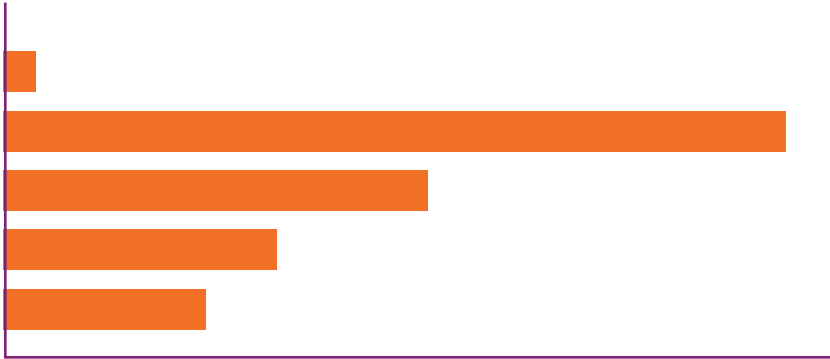
COMMUNITY PARTICIPANTS			
Continuing Education			
Launch Year	Programs	Periodo 2021-2024	Acumulado 2024
2019	Jóvenes Construyendo el F.	1118	2203
2021	Líderes en Movimiento	479	479
2020	Creciendo con EPL	9329	10361
2022	Escuela para Padres	1674	1674
2022	Bienestar	2995	2995
2022	Regularizarte	909	909
2023	+Comunidad	11548	11548
2023	Nivelarte	2542	2542
	Total	30594	32711

78%¹ of graduates continue to work at El Puerto de Liverpool.

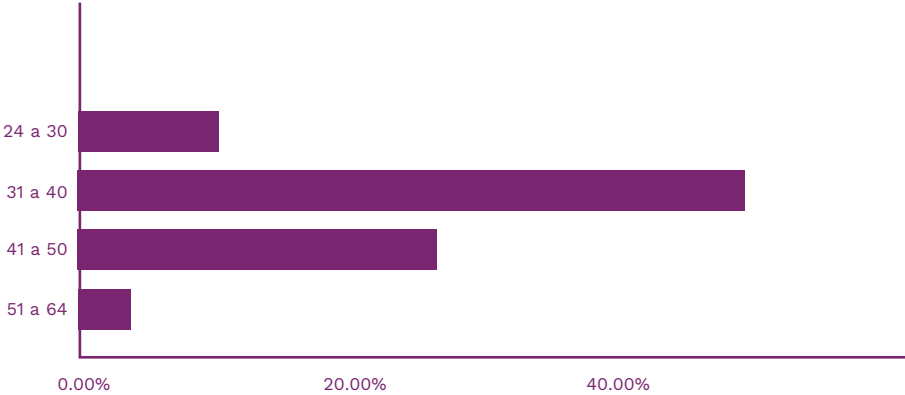
54%¹ of woman and **46%** of men graduate between 2029 and 2023.

11.47%¹ of graduates grew within the organization.

ANTIQUITY



AGES



The UVL initiative stands out as a fundamental asset for Liverpool, bringing measurable advantages that enhance the company’s strategy across multiple dimensions. The significant percentage of promotions, salary increases, or role changes **(11.47%)** among participants highlights a workforce enriched with advanced competencies, elevating overall performance and operational efficiency.

This achievement not only fosters employee satisfaction and loyalty but also positions Liverpool as a magnet for top talent seeking personal and professional growth. UVL’s constructive influence on professional careers and financial prosperity reaffirms Liverpool’s strong commitment to employee development and a positive brand image as a socially responsible, talent-centered organization.

Moreover, the remarkable reduction in employee turnover **(78% of graduates continue working at El Puerto de Liverpool)** demonstrates not only satisfaction but also significantly reduces costs, boosts employee morale, and increases engagement. UVL has emerged as a dynamic catalyst for Liverpool’s success, offering tangible, measurable benefits that strengthen its workforce, enhance the company's brand reputation, and reinforce competitiveness in a dynamic business landscape.

Data considered over a 2-year period due to graduation timelines, beginning in 2019.

Leadership Academy (LinkedIn Learning Pathways: Interpersonal, Intrapersonal, Resilient, Digital and Strategic)

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

Target audience	10,477 Liverpool 1,157 Suburbia
KPI participation	Liverpool: 23% Suburbia: 43%

New Manager

Objective: To provide the new manager with an overview of the challenges involved in his new role, so that he can be more successful in his new role.

Target audience	130 New Managers of El Puerto de Liverpool
KPI participation	Participation: 93% Conclusion: 35% Satisfaction: 96%

Experienced Manager

Objective: Strengthen leadership skills that enable managers to make more strategic decisions, adapt more quickly to changes in the environment, and manage teams effectively.

Target audience	107 experienced Liverpool managers
KPI participation	Participation: 99% Conclusion: 83% Satisfaction: 99%

Back to basics

Objective: To share leadership basics to strengthen the role of managers.

Target audience	562 Liverpool managers
KPI participation	Participation: 94% Satisfaction: 97%

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Skill Coach

Objective: Strengthen the vision and strategic relationships along with the development of the team's talent. Create a support network among collaborators from different areas.

Target audience	60 people at the Director, Assistant Director, Manager and Coordinator levels of El Puerto de Liverpool
KPI participation	Participation: 93% Conclusion: 80% Satisfaction: 85%

Mentoring Programs

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

Target audience	184 Liverpool employees
KPI participation	Participation: 94% Conclusion: 95% Satisfaction: 95%

Sales Techniques

Objective: Execute effective sales techniques to achieve a transition from salesperson-cashier to sales consultant.

Target audience	27,476 Salespeople and general sales personnel
KPI participation	Participation: 72% Conclusion: 30% Satisfaction: 98%

Offboarding Operations

Objective: To create a meaningful experience for new Liverpool employees that allows them to adapt more quickly to their daily tasks and provides them with the necessary tools for the performance of their duties.

Target audience	9,218 Newly hired employees Operations
KPI participation	Participation: 90% Conclusion: 90% Satisfaction: 98%

Fish Philosophy

Objective: To increase internal satisfaction by creating a positive and motivating work environment, to achieve an impact on the customer experience, by working on the management of the leaders.

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Target audience	Liverpool Leaders Directors: 124 Managers: 22 HR Managers: 124 Sales Managers: 22 Regional HR: 22 Learning: 4
KPI participation	Participation: 100%

High Impact Presentations

Objective: To create high impact, assertive and professional presentations. Developing skills to analyze audiences, structure in a concise and direct manner and communicate messages effectively.

Target audience	25 coordinators, managers, specialists and marketing analysts
KPI participation	Participation: 100% Conclusion: 88% Satisfaction: 80%

Omnicanal PRO | Customer talk - Service

Objective: To know in a clear, measurable and evaluable way what good customer service consists of; to establish service protocols and that these can help in knowing the actions that should be executed to resolve stressful situations and provide the best customer experience, despite the challenges.

Target audience	794 C&C Advisor 74 C&C Manager 119 Omnichannel Manager 119 Shipping and Receiving Manager
KPI participation	Participation: 312 (29%)

Omnicanal PRO | Customer talk - Character

Objective: That employees identify the personal virtues that develop and execute the behavior in different scenarios of the day to day, once identified, encourage the person to do the right thing through knowledge, discipline and willingness to improve.

Target audience	794 C&C Advisor 1093 Digital Experience Assistant 1186 Merchandise Receptionist
KPI participation	Participation: 163 (6%)

Omnicanal PRO | Customer talk - Leadership

Objective: To offer tools of emotional intelligence that are fundamental for the function of leaders in the area, with the objective of establishing a clear vision of the objectives towards their collaborators, taking care of the correct manners and the adequate treatment of the personnel in charge, and with this achieve the retention of personnel and motivation of the same.

Target audience	119 Omnichannel Manager 119 Reception Manager Shipping 74 C&C Manager 52 Reception and Shipping Manager
KPI participation	Participation: 211 (58%)

Evolution Logistics Managers and Supervisors

Objective: To develop middle management leaders in logistics through a comprehensive program that allows them to identify and create strategies to achieve the objectives of their role.

Target audience	275 managers and 422 supervisors.
KPI participation	Managers: Participation: 80% Progress: 38.2% Conclusion: 6% Organizational Movements: 22 Promotions: 7 Departures: 10.1% Supervisors: Participation: 85% Progress: 45.2% Conclusion: 6.2% Organizational Movements: 18 Promotions: 11 Departures: 12.3%