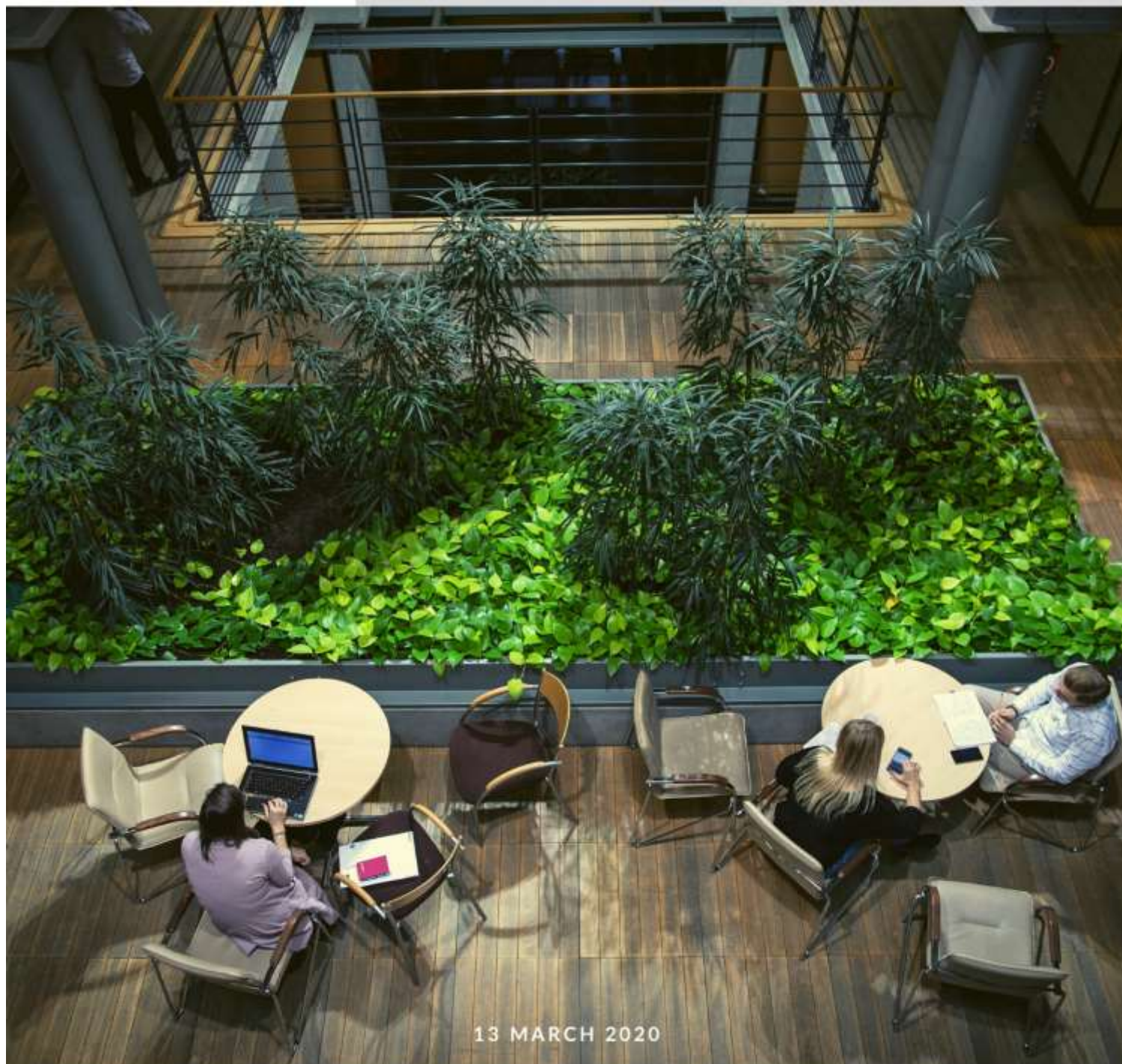


2019

EVERYDAY RESPONSIBILITY

AGORA GROUP RESPONSIBILITY REPORT 2019



13 MARCH 2020

AGORA_{SA}

NON-FINANCIAL STATEMENT OF THE AGORA S.A.
TO THE UNCONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR 2019

www.raportCSR.agora.pl/EN

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AGORA

OPERATIONS OF AGORA

Agora has conducted operations on the Polish media market since 1989, with complementary media businesses sharing Agora brands and values. Agora S.A. has been listed on Warsaw Stock Exchange since 1999. The company's main business are:

- *Gazeta Wyborcza* – Poland's largest opinion daily and national leader in the digital transformation of the press. Agora's press portfolio includes also a number of specialized magazines and periodicals such as *Wysokie Obcasy Extra*, *Avanti*, *Książki. Magazyn do czytania*;
- Agora publishes books, music albums and films and sells publications online in: *Kulturalnysklep.pl* and *Publio.pl*;
- Some of the dozens of Agora's Internet brands are: *Gazeta.pl*, *Sport.pl* and *Tokfm.pl*, available online or via mobile applications;
- printing plants in Warsaw, printing the titles of Agora and clients.

BOOKS, MUSIC AND FOOD SERVICES

Movies and Books Segment comprises Agora's Publishing House and online book stores.

WYDAWNICTWO AGORA (AGORA'S PUBLISHING HOUSE) – PUBLISHER OF BESTSELLERS

WYDAWNICTWO AGORA (AGORA'S PUBLISHING HOUSE) specializes in non-fiction, although it also publishes historical books, how-to manuals, interviews, guidebooks, a broad range of audiobooks and classics (collections by Stanisław Lem, Marek Hłasko or Ryszard Kapuściński). Among the authors published by Agora are Hanna Krall, Jacke Hugo-Bader, Magdalena Grzebałkowska, Prof. Jerzy Bralczyk and Prof. Jan Miodek, Mariusz Szczygieł, Adam Wajrak, Witold Szablowski, Michał Rusinek, Joanna Fabicka, Grzegorz Kasdepke.

Records in a variety of musical genres represent an important part of the portfolio. Agora releases pop, rock, hip-hop, indie or jazz. Agora Muzyka produces concerts that are recorded and released on DVDs, supports new artists, promotes good music and important artistic initiatives. Appreciated by critics and listeners, many of Agora's music releases reached gold or platinum status. Most are also sold on vinyls. Agora publishing house also releases DVDs and Blu-rays of films co-produced or distributed by NEXT FILM, that regularly land on bestseller lists.

Artists of Agora Publishing House won 20 nominations in 12 categories in Popular Music and Jazz, of Fryderyk 2019, announced in January 2020 by Polish Phonographic Academy, including Single of the Year, Album of the Year, Pop, Alternative and in composer categories. Among the best performing artists were: Król, who was nominated in as many as four categories, and Muniek Staszczuk, with three nominations.

Błażej Król also holds *Polityka* Passport 2019 in the category Popular Music.

1.4 million copies of books and records published by Wydawnictwo Agora (Agora's Publishing House) sold in 2019.

Among the best-selling titles published by Agora Publishing House in 2019 were: *Kolejne 365 dni* by Blanka Lipińska, Michelle Obama's memoirs *Becoming*. *Moja historia*, *Sodoma*. *Hipokryzja i władza w Watykanie* by Frédéric Martel, *Szczerze* by Donald Tusk and the biography *Czapkins*. *Historia Tomka Mackiewicza*. All these titles for weeks occupied the top of bestseller list of Empik, Poland's largest book retailer. Other highly popular titles were also *Piekło mnie nie chciało* - a biography of Krzysztof Wielicki, the legend of Polish Himalayan mountaineering, as well as a unique volume of memoirs of Kora, beautifully designed and edited by Kamil Sipowicz *Miłość zaczyna się od miłości*.

Meanwhile fans of music often bought the latest albums by Pro8L3M, Fisz Emade and *Kwiat Jabłoni* – Poland's debut of the year, in the opinion of music reviewers. Agora also released a critically acclaimed solo album of Muniek Staszczuk *Syn miasta*, the second album Młynarski-Masecki Jazz Band *Płyta z zadrą w sercu*, and the music productions of very popular Polish artists MTV Unplugged Kasia Kowalska and *Reset* by De Mono.

Agora also published books and records related to the films distributed by NEXT FILM, including *Ikar*. *Legenda Mietka Kosza* by the director of the film of the same title and a record by Leszek Możdżer with the soundtrack from the film, as well as a spy story *The Coldest Game* by Piotr Głuchowski, Łukasz Kośmicki and Marcel Sawicki, as well as *Kamerdyner*, the film.

Wydawnictwo Agora (Agora's Publishing House) was also a publisher and distributor of the Polish version of *WARSAW* a strategic computer game set in occupied Warsaw during Warsaw Rising. The game premiered on 2 October 2019 – on the 75th anniversary of the fall of Warsaw Rising's.

POCZYTAWSZY PODCAST

In October 2019 Agora was the first Polish publisher to launch a podcast with information about the latest book releases. Hosts of *Poczytawszy* talk about books, passions, creative process and life in general – with authors, protagonists and other creators. Podcasts also include sounds from the worlds described by guests and unpublished recordings from the lives of the books' characters. Episodes of *Poczytawszy*, released every two weeks are available free on the website of the publishing house and Poland's major podcast platforms

RICH SELECTION OF TITLES AVAILABLE IN AGORA ONLINE BOOK STORES

Online book stores of Agora are:

- Publio.pl – over 31 thousand e-books, ca. 3.5 thousand audiobooks and 350 press titles,
- Kulturalnysklep.pl – over 1 thousand books, publications, albums, films, press titles, posters.

35 thousand titles in the catalogue of Publio.pl

PUBLIO.PL is Agora's e-book store, with over 35 thousand e-books and audiobooks in their portfolio as well as hundreds of press titles from Poland's best publishers. Publio offers readers fiction and non-fiction bestsellers, titles by publishers specializing in science, education and how-to books. Press lovers can choose from an array of leading titles such as *Gazeta Wyborcza*, *Polityka*, *Zwierciadło*, *Wysokie Obcasy Extra* and many others.

KULTURALNYSKLEP.PL is an online store selling the books published by Wydawnictwo Agora (Agora's Publishing House), CDs and winyls with music by popular artists, films on DVD and Blu-ray, *Gazeta Wyborcza* supplements, and AMS posters. It also offers current, archival and special issues of a wide range of press and magazine titles, including *Wysokie Obcasy Extra*, *Avanti*, *Logo*.

Kulturalnysklep.pl offers users a rich choice of book bestsellers, music and cinema hits of Agora Group at attractive prices.

PUBLIO.PL AT BOOK FAIRS

In 2019 Publio.pl invited readers to attend International Book Fairs in Cracow and Warsaw and offered them attractions and special offers both on location and on the website of Publio.pl. As previously during the event, Publio.pl invited readers to join *Książka za książkę* (Book for Book). In return for five printed books, readers were offered a discount coupon for a free e-book or audiobook from a list of titles compiled for the project, plus an eco-bag. All collected books were donated to public libraries in Małopolskie and National Library.

In May 2019 Publio.pl celebrated its seventh anniversary.

GAZETA WYBORCZA, MAGAZINES AND CULTURAL EVENTS

Press Segment Agora Group consists of *Gazeta Wyborcza* with its magazines, and other press and magazine titles, printed and digital.

GAZETA WYBORCZA – LEADER OF DIGITAL TRANSFORMATION OF PRESS IN POLAND

9 million readers of articles in *Gazeta Wyborcza* and on *Wyborcza.pl* monthly¹

¹ Results developed by Polish Readership Study on the basis of PBC Study and Gemius PBI data for Agora SA. Data for January – September 2019, total printed for *Gazeta Wyborcza* (seasonal cycle readership) and *Wyborcza.pl*, *Wyborcza.biz* and *Wysokieobcasy.pl* (RU monthly).

300 thousand users of paid content of *Gazeta Wyborcza* and *Wyborcza.pl*²

² Average total paid daily distribution (printed copies and digital subscriptions) and average daily volume of paid incidental traffic on digital version in 4Q2019

96,7 thousand average circulation of *Gazeta Wyborcza*³

³ Total paid distribution equals number of printed copies and digital issues sold, printed and digital subscriptions and other paid forms of distribution of content, printed and digital, ZKDP (National Circulation Audit Office) 2019.

218 thousand subscriptions of *Wyborcza.pl* as of the end of 2019⁴

⁴ Publisher's data

Gazeta Wyborcza is a source of reliable information for its readers and an important platform for public debate. The daily also offers entertaining content and encourages readers to adopt active pastimes. It is respected and awarded for its quality of journalism, innovative solutions and strong social commitment.

In 2019 average number of copies sold per month was at 96.7 thousand and dropped by nine percent from 2018.

At the end of December 2019 the number of paid digital subscriptions of *Gazeta Wyborcza* reached nearly 218 thousand, and the share of subscriptions in total sales - 24 percent, a result that is achieved only by the top of prestigious newspaper titles globally.

8,8 million visitors of online services of *Gazeta Wyborcza*⁵

⁵Survey of Gemius/PBI 2019.

13th place of Wyborcza.pl in the global ranking of media with the highest number of subscribers⁶

⁶Global Digital Subscription Snapshot 2019. FIPP (July 2019 – data for 192,415 subscriptions of Wyborcza.pl)

LOCAL ISSUES OF GAZETA WYBORCZA –

In 2019 daily local issues were released in Poland's seven largest regions: Mazowieckie, Śląskie, Dolnośląskie, Małopolskie, Pomorskie, Wielkopolskie and Łódzkie. In other cities *Gazeta Wyborcza* includes local news pages. Friday issue of *Gazeta Wyborcza* comes with magazines focusing on the topics important to local communities. Local versions of *Gazeta Wyborcza* appear in 20 of Poland's main cities: Białystok, Bydgoszcz, Częstochowa, Katowice, Kielce, Kraków, Lublin, Łódź, Olsztyn, Opole, Płock, Poznań, Radom, Rzeszów, Szczecin, Toruń, Tri-city, Wrocław, Gorzów Wielkopolski / Zielona Góra. *Gazeta Stołeczna* is published in Warsaw.

Since the beginning of 2020 *Gazeta Wyborcza* has shifted more focus on local online sites and Friday weekly sections published in 20 main cities. More news about the events in different regions of Poland is found in the general section of the newspaper and in Wyborcza.pl.

In 13 cities (Białystok, Bydgoszcz, Częstochowa, Gorzów Wielkopolski/Zielona Góra, Kielce, Lublin, Olsztyn, Opole, Płock, Radom, Rzeszów, Szczecin, Toruń) from Monday to Thursday, the news and other local content is published in the printed version and in local sites of Wyborcza.pl. Meanwhile, in traditional issues, readers can find information about their cities on Fridays – in the form of magazines, such as *Tygodnik Olsztyn* or *Tygodnik Białystok* that contain *Co Jest Grane 24* section with cultural information. In seven largest cities (Warszawa, Kraków, Łódź, Wrocław, Poznań, Gdańsk and Katowice) local content is part of the daily issue of *Gazeta Wyborcza* and local sites of Wyborcza.pl.

In all 20 cities, teams of Wyborcza develop newsletter with local information, released under the title *Dzień dobry*. Every day, before 8:00 readers get latest news from their city and region, morning commentary of the day from the local journalist of *Gazeta*, weather forecast and air quality data, as well as links to the most interesting publications by Wyborcza.pl. More on: Wyborcza.pl/newsletter.

THEMATIC SUPPLEMENTS OF GAZETA WYBORCZA

Gazeta Wyborcza is released with thematic supplements: *Duży Format*, *Ale Historia*, *Mój biznes*, *Ludzie, praca, innowacje*, *Wyborcza TV*, *Tylko Zdrowie*, *Co Jest Grane 24* and *Wysokie Obcasy*.

October 2019 saw the launch of *Klub Przyjaciół Wyborczej* (Wyborcza Friends Club). Digital subscribers of the daily who purchase a special subscription and support *Gazeta Wyborcza*, get free admission to events, discussions and interactions with the editorial team of the daily. They also receive invitations to events organized around Poland, such as the regular meetings in Czerska 8/10 Premiere Centre, *Women Know* and *Wyborcza Live*, and an array of attractive discounts with partners such as Wydawnictwo Agora (Agora's Publishing House).

The portfolio of *Gazeta Wyborcza* includes also the *Wysokie Obcasy Extra* monthly and *Książki. Magazyn do czytania* bi-monthly and *Wysokie Obcasy. Praca* - a bi-monthly launched in 2017.

76.3 thousand of copies of *Wysokie Obcasy Extra* sold in December 2019³

³December 2019, ZKDP (National Circulation Audit Office) Total paid distribution equals number of printed copies and digital issues sold, printed and digital subscriptions and other paid forms of distribution of content, printed and digital.

22.6 thousand copies of *Książki. Magazyn do czytania* bimonthly sold in December 2019⁴

⁴Publisher's data. Average volume of sales in 2019 reached 18.1 thousand copies.

INSTYTUT DOBREGO ŻYCIA

Instytut Dobrego Życia (Institute of Good Life) is a special website launched in 2019 by *Wysokie Obcasy*. It offers articles on psychological themes, commentaries, interviews, reports, how-to content and video materials as well as e-learning content. It is available online at: Instytutdobregozycia.pl and Wysokieobcasy.pl/Instytut. Users of the service can get tips on how to build good atmosphere in the workplace, make employees feel good, self-awareness advice and instruction in stress management and reasonable parenting. They can join e-learning programmes and new on the Polish market high quality video productions such as: *Mindfulness* Zuza Ziomecka, *Kreatywne pisanie z Bartłogiem Literackim* (Creative Writing with Bartłóg Literacki) by Sylwia Chutnik and Karolina Sulej, *Ekspresowy kurs dbania o siebie* (Express Course in Self-Care) by Aga Kozak, *Jak mówić, żeby nas słuchano* (How to Make People Listen) by Kamila Kalińczak. The institute organizes also workshops for companies and managers.

MAGAZINES AND INTERNET SITES

60.7 thousand number of copies of *Avanti* sold in October 2019⁵

18 thousand number of copies of *Logo* sold in October 2019⁵

⁵ October 2019, ZKDP (National Circulation Audit Office). Total paid distribution equals number of printed copies and digital issues sold, printed and digital subscriptions and other paid forms of distribution of content, printed and digital.

Agora publishes magazines and manages the websites of a number of titles covering a wide range of subjects, including lifestyle and shopping. Attractive editorial content, high quality photos and multimedia materials available online enjoy high popularity among readers and internet users. In 2019 press operations of Agora were conducted under the umbrella of *Gazeta Wyborcza*. Its team publishes also the magazines of Agora: *Avanti* – Poland's first shopping magazine) and *Logo* – Poland's only shopping and lifestyle monthly for men.

AVANTI is not only a colour magazine for lovers of fashion and shopping, for spending fun time and finding out about latest trends. It is also a stylist, a friend, who will help, advice and inspire. *Avanti* offers latest shopping reviews, reports from fashion shows, prices and tests – anything that helps you to make the best choices and feel special. *Avanti* is second most popular magazine for women.

LOGO has always been a reader's friend, one that will show things as they are instead of painting an idealized, unreal picture of luxury. It offers commentary on the life around us in a variety of journalistic formats. New elements are – expanded and intriguing articles, 'let's talk about food' column, more commentary and reflection, expanded automotive column and revised fashion section, as well as distinctive cover photo sessions.

In 2019 Agora decided to discontinue releasing printed magazines: *Opiekun* – quarterly magazine for people who are long-term caregivers and *Kuchnia* – exclusive magazine on the art of cooking and good eating. Meanwhile, Agora is developing digital versions of the titles.

MUSIC FESTIVALS AND CULTURAL EVENTS

Agora organizes a number of entertaining music, entertainment and educational events, in 2019: Cojestgrane24 Festival Warszawa, Olsztyn Green Festival, Białystok NewPop Festival, *Kobiety Wiedzą* (Women Know), Wysokie Obcasy Extra Live, *Kino Letnie* (Summer Cinema).

OLSZTYN GREEN FESTIVAL

6th Olsztyn Green Festival

Sixth Olsztyn Green Festival was held in 15-17 August 2019. Organized annually, the three-day event attracts fans of Poland's best popular music and ecology on the municipal beach in Olsztyn, in the picturesque setting of Ukiel lake.

Performers included Ørganek, Paulina Przybysz, Łąki Łan, Wojtek Mazolewski Quintet, Nosowska and The Dumplings. Besides the concerts, participants could enjoy a host of other attractions promoting ecology and healthy lifestyle.

In the eco zone they could take part in recycling workshops during which they created new objects from reclaimed materials. Educational programme for children included learning how to use plastic bags for games and how to be more eco.

Accompanying programme included cinema programmes *Co jest Grane 24* and *Against Gravity*, with 13 films on musical and ecological themes.

CO JEST GRANE FESTIVAL

16 Polish artists and bands on two stages of Co Jest Grane Festival 2019

The team of *Co Jest Grane 24* organized the fourth summer city festival in Ujazdowski Centre for Modern Art in Warsaw. Held on 14 and 15 June 2019, the festival included performances of the best Polish artists, screenings in Festival Cinema, workshops for children and food-truck zone.

Two stages hosted 16 Polish soloists and bands: Lao Che, Daria Zawiałow, Waglewski Fisz Emade, O.S.T.R., Tęskno, Baranowski, Rasmentalism, Paweł Domagała, EABS, Mela Koteluk, Ralph Kaminski, Łąki Łan, Mery Spolsky, Novika, Mazolewski/Porter and Smolik/Kev Fox.

The two-day event opened with the finals of The Grand Test of Rock Classics organized by Rock Radio, with actors, musicians, athletes and journalists, as well as listeners of Rock Radio, competing for a main prize to be donated to a selected charity. Co Jest Grane 24 Stage hosted Roma Musical Theatre with a performance of the most popular tunes from musical theatre.

Participants of the event could also attend meet-and-greets with artists who signed their albums, watch music films in Festival Cinema, enjoy attractions for teens and children.

BIAŁYSTOK NEW POP FESTIVAL

Ørganek, Daria Zawiałow, Kortez, Fisz Emade Tworzywo, Łąki Łan, Mery Spolsky, Miouch, Rasmentalism, Sonbird, Otsochodzi and Anita Lipnicka – these are performers in the second edition of Białystok New Pop Festival, urban

festival of culture organized by Agora. The two-day event was held over the weekend 13-14 July 2019 on the courtyard of Branicki Palace in Białystok.

The programme of Białystok Festival included concerts of Poland's top alternative scene artists, meet-and-greets, workshops, active chillout zones and attractions for children - board and dexterity games, creative crafts and thinking workshops, *Misja Robotyka* (Mission Robotics) and group reading. Adults could visit the fashion zone with original products and fashion brands.

GOŁDAP FESTIVAL NA ZDROWIE KULTURA

On 1 June 2019, graduation towers spa in Gołdap hosted *Gołdap Festival. Na zdrowie kultura*. The main theme of the event was health and admission the family picnic style one-day event was free. The musical star of the festival was Izabela Trojanowska. Audience could also hear concerts by Reni Jusis and Bovska.

For the time of the event, organizers offered the youngest participants a host of attractions from ALE Foundation of Alternative Education as well as *Pawujciowy EKO-Teatrzyk*, mini theatre performances on the themes of ecology, environmental protection and healthy lifestyle. Short interactive eco-themed stories with participants acting both as performers and eco costume and prop designers. Other attractions included puppet theatre and puppet and set building with the use of various techniques and materials, as well as dance games.

Active zone offered yoga and fit dance for healthy spine. Meanwhile, in the health zone participants could talk to doctors and physical therapists, and in the food area taste regional dishes, meats and cheeses, local produce and festival dishes served by food trucks. More information: www.goldapfestival.pl.

WARSAW KONESER FESTIVAL

1000 plastic bottles saved during Koneser Festival

In 2019 Koneser Centre in Warsaw Praga hosted the second Warsaw Koneser Festival. Admission to the events was free and concerts were organized by Koneser Centre. The lineup included: Ørganek, Nosowska, Skubas, Sabiny and Wojtek Mazolewski Quintet Komeda, L.U.C & Rebel Babel Ensemble, The Dumplings, Fisz Emade Tworzywo.

The event had an ecological dimension. AMS donated filtering water bottles to all artists and members of technical crew, thus encouraging them to drink filtered tap water throughout the two-day, which resulted in saving 1000 plastic bottles.

#BĘDZIECZYTANE EŁK FESTIVAL

#będzieczytane Ełk Festival is an event promoting literature, readership and music. The second event hosted by Ełk Culture Centre featured Polish artists on Women's Voices concert tour and writers Szymon Hołownia, Krzysztof Wielicki and Marcin Popkiewicz.

Music performances by Edyta Bartosiewicz, Paulina Przybysz, Mela Koteluk, Ania Rusowicz and Julia Pietrucha were a part of Women's Voices concert tour organized by *Wysokie Obcasy*, featuring women singers. In Ełk the theme of the concert was Women for the Planet – highlighting ecological, social, political and economic challenges of the contemporary world

Festival audiences could also meet writers, guests of Michał Olszewski - Szymon Hołownia – journalist, commentator and author of books on theological themes, Krzysztof Wielicki – Polish mountaineer, author of *Korona Himalajów 14 x 8000*, co-author of *Mount Everest biznesu* and *Rozmowy o Evereście*; and Marcin Popkiewicz – scientist, journalist focusing on ecological issues, author of articles on energy revolution, climate: *Rewolucja energetyczna. Ale po co?* and co-author of *Świat na rozdrożu*, *Nauka o klimacie* and *Polski węgiel*. Organizers also prepared attractions for children.

PRINT

In 2019 a pivotal change took place in the print operations of Agora Group. In the light of negative market trends and in response to the shrinking volume of orders from clients, in particular for coldest print jobs, Agora Group decided to reduce this business by closing down two of the group's three printing plants, and to reduce employment in the segment through collective redundancies. From the third quarter of 2019 optimized printing operations of Agora Group, conducted in Warsaw printing plant, has been part of Agora Group's Newspapers business segment.

GAZETA.PL GROUP

Internet Segment of Agora Group consists of Gazeta.pl.

GAZETA.PL IS ONE OF POLAND'S MOST POPULAR WEB PORTALS

Gazeta.pl is one of Poland's largest web portals. With a wide array of content, including articles, original videos, available also via mobile applications, our web services are leaders in their thematic categories. Gazeta.pl Group comprises Gazeta.pl Group is 40 diverse web sites, 9 mobile apps and over 100 diverse services.

16.3 million visitors of websites of Gazeta.pl group in December 2019¹

526 million visits of websites of Gazeta.pl group in December 2019¹

59% each of Gazeta.pl websites among internet users in December 2019¹

12,7 million users of Gazeta.pl websites on mobile devices in December 2019¹

42 minutes average time per day spent on by a user on Gazeta.pl website in December 2019¹

¹Survey of Gemius/PBI, December 2019. Gemius PBI data covers real users, visits and visit duration, users aged 7+, connecting via servers located in Poland, to domains registered as owned by Agora SA in Gemius SA Register of Service Providers and Provider Groups. Data on websites of Gazeta.pl Group audited by Gemius SA. Mobile platform data cover www, and mobile app traffic (Gazeta.pl LIVE, Sport.PL LIVE, Moje Dziecko, Moja Cięża, Tuba.fm, Gazeta Wyborcza app, Clou).

The websites of Gazeta.pl group are ranked among the top thematic market players. In accordance with the data from Gemius PBI for December 2019, Gazeta.pl ranked second in: Gossip, celebrity life (Plotek.pl), Local and regional news (local sites of Wyborcza.pl and Metrowarszawa.pl) and Family and children (eDziecko.pl).

The websites of Gazeta.pl also rank high in: News and commentary – general (third place of Wyborcza.pl and Wiadomosci. Gazeta.pl), Sport – (also third, e.g. Sport.pl), Websites for women (fourth place: Kobieta. Gazeta.pl and Wysokieobcasy.pl), Fashion and beauty (fourth place: Avanti24.pl), Motoring (sixth place: Moto.pl) and Diets, slimming, fitness (sixth place: Myfitness. Gazeta.pl).

For advertisers Gazeta.pl has a number of comprehensive and non-standard advertising solutions that provide an effective way to reach internet users. The advertising services offered by Gazeta.pl include high quality content marketing solutions and new content-2-commerce tools. Publishers who wish to optimize their use of advertising spaces in the programmatic advertising model are assisted by the team of Yieldbird.

SERVICES OF GAZETA.PL

BUSINESS AND INFORMATION	Wiadomości.Gazeta.pl news and information from Poland and abroad Next.Gazeta.pl new-style service dedicated to business and technologies Metrowarszawa.Gazeta.pl news from Warsaw and its metropolitan area Weekend.Gazeta.pl new-style, visually attractive service, presenting interesting, long texts accompanied by high quality large photos and video cycles
ENTERTAINMENT	Plotek.pl news from the world of stars and celebrities Buzz.Gazeta.pl service for people interested in everything new and buzzworthy on the internet
HOME & LIVING	Czterykarty.pl a compendium of expert advice in building and renovation
SPORTS AND CARS	Sport.pl one of Poland's most popular sports news services PolskaBiega.pl Poland's largest and most popular service for runners Moto.pl service presenting automotive news, tests and reviews of cars, and advice
TOURISM AND HOBBY	Myfitness.pl lifestyle trends and exercise programmes for fans of fitness Podroze.Gazeta.pl practical tips for planning travels in Poland and abroad
FOOD AND COOKING	Haps.pl culinary site of Gazeta.pl with videos, and cooking inspirations created with bloggers and chefs Ugotuj.to recipes for everybody
FASHION AND BEAUTY	Avanti24.pl newest fashion trends Kobieta.Gazeta.pl service for women curious of the world
PARENTING	eDziecko.pl service with parenting advice Junior.Gazeta.pl service for the parents of older children
VIDEO	Gazeta.pl NOW, Poranna rozmowa Gazeta.pl, Studio Biznes, Sekcja piłkarska, Haps, Zwyczajni niezwykli – popular video formats

Mobile apps of Gazeta.pl: Gazeta.pl Live, Sport.pl LIVE and Football LIVE, as well as Moja Cięża - eDziecko.pl and Moje Dziecko - eDziecko.pl.

In 2019 Gazeta.pl introduced new solutions for clients: with the security of users and publishers in mind, in June the team of Gazeta.pl launched ABT Shield on all sites. Developed by Edge NPD, ABT Shield is a cutting-edge AI –based

solution, limiting the risks and a negative impact of bots and trolls on readers' experience and advertisers' campaigns efficiency.

MARKET ENVIRONMENT AND COMPETITORS

Through its entities and brands, Agora Group operates in the advertising, press and internet markets. In our operations, we regularly monitor market environment and competitors data. Below, we present information about the advertising, press, internet organized in industry sections.

ADVERTISING MARKET

9.6 million zł total advertising expenditure in Poland in 2019

↑3 percent growth of advertising expenditure YOY

Consolidated Financial Statements of Agora Group according to MSSF 4Q2019

With the total of 9.6 billion zł spent on advertising in 2019, advertising spending in Poland grew by 3.0 percent. Advertisers reduced their spending on press, television and radio advertising while increasing outlays in online and OOH segments. Estimations for the changes in the value of advertising expenditure and their distribution between media segments are presented in the table below:

Advertising expenditure in 2019.

	Television	Internet	Radio	Outdoor	Magazines	Dailies	Cinema	TOTAL
Advertising expenditure change	(0.5 %)	10.0 %	(0.5 %)	5.0 %	(7.0 %)	(11.5 %)	7.0 %	3.0%
Share in total advertising expenditure	44.5 %	36.0 %	6.5 %	6.0 %	4.0 %	1.5 %	1.5 %	100%

Source: Consolidated Financial Statements of Agora Group according to MSSF 4Q2019

PRINTED MEDIA MARKET

↓10.3 percent decrease in the distribution of paid dailies in Poland YOY

In 2019 distribution of paid dailies decreased on average by 10.3 percent. The largest drops were recorded in the segment of regional dailies.

Average monthly distribution of paid national dailies in 2019:

	2019	2018	change
Fakt Gazeta Codzienna	215,508	237,700	↓9.3%
Super Express	113,652	118,369	↓4.0%
Gazeta Wyborcza	96,719	106,227	↓9.0%
Rzeczpospolita	42,105	45,108	↓6.7%
Dziennik Gazeta Prawna	35,856	41,353	↓13.3%
Przegląd Sportowy	20,875	23,832	↓12.4%
Gazeta Polska Codziennie	13,312	15,388	↓13.5%
Puls Biznesu	10,922	11,473	↓4.8%
Parkiet Gazeta Giełdy	4,323	4,150	↓0.4%

Source: ZKDP (National Circulation Audit Office). Distribution of paid national dailies – total sales of printed, digital, subscription, digital subscription and other paid forms of printed or digital formats of the titles.

INTERNET

27.7 million number of internet users in Poland in December 2019

23.4 million number of internet users on mobile devices in Poland in December 2019

56.8 million site visits by internet users made in December 2019

1 hour 37 min. average daily time spent online by an internet user in December 2019

Total number of internet users in Poland in December 2019 stood at 27.7 million, with 22.9 million users of personal computers and laptops (at home and at work) and 23.4 million of mobile devices users (smartphones and tablets). In

total, they made 56.8 billion site visits, and an average length of time spent in the web reached nearly 1 hour 37 min. per day.

Top 10 publishers - owners of internet websites and programmes the most popular among internet users – all devices

	Publishers	Number of users	Views	Reach	Average daily reach	Average daily views	Average viewing time
1	Google Group	26,271,772	8,728,785,165	94.92 %	14,574,408	258,856,743	00:27:12
2	Wirtualna Polska Group	21,521,886	2,811,447,494	77.76 %	6,799,793	90,470,068	00:26:34
3	Facebook.com	21,344,198	3,774,891,752	77.12 %	7,209,654	82,373,011	00:23:50
4	RAS Polska Group	21,036,067	2,006,108,539	76.01 %	5,618,745	64,759,032	00:18:06
5	Youtube.com	19,541,733	983,469,030	70.61 %	5,771,462	30,979,992	00:14:32
6	Interia.pl Group	18,986,240	1,366,564,856	68.60 %	3,915,340	43,496,722	00:21:57
7	Allegro Group	18,525,520	2,353,143,340	66.94 %	4,403,369	75,854,293	00:14:03
8	Polska Press Group	18,030,011	734,502,087	65.15 %	3,005,658	23,478,154	00:03:02
9	Gazeta.pl Group	16,322,640	525,855,214	58.98%	3,115,413	16,776,470	00:07:01
10	Grupa OLX	16,265,144	4,189,358,625	58.77 percent	3,869,643	135,608,511	00:21:32

Source: Results of Gemius/PBI survey for December 2019. Sample size: N= 204618. Respondents aged 7-75. Internet users structure data from surveys NetTrack Kantar MillwardBrown 3Q2019, and Maluchy 2018

FINANCIAL RESULTS [EXCL. MSSF 16]

401.6 mln zł net sales of Agora S.A. in 2019 **↓5.1%** r/r

(31.4) mln zł EBITDA of Agora S.A. in 2019 **↑32.9%** r/r

20.3 mln zł net profit of Agora S.A.

in PLN million	2019	2018	% change yoy
Total sales (1)	401.6	423.0	(5.1%)
Advertising revenue	169.4	193.1	(12.3%)
Copy sales	143.2	135.6	5.6%
Printing services	44.4	53.3	(16.7%)
Other (2)	44.6	41.0	8.8%
Operating cost net. including:	(457.3)	(498.9)	(8.3%)
External services	(83.3)	(87.8)	(5.1%)
Staff cost	(26.9)	(26.8)	0.4%
Raw materials. energy and consumables	(92.3)	(103.9)	(11.2%)
D&A	(182.0)	(193.4)	(5.9%)
Promotion and marketing	(49.9)	(51.1)	(2.3%)
Cost of restructuring (2)	(3.3)	(3.2)	3.1%
Gain on sale of property (3)	-	13.9	-
Loss allowance for receivables from Ruch S.A.covered under a.a.p. (4)	-	(20.3)	-
Impairment losses (5)	-	(2.3)	-
Operating result – EBIT excl. MSSF 16 (7)	(56.4)	(75.9)	25.7%
Profit for the period excl. MSSF 16 (7)	20.3	15.2	33.6%
margin EBIT excl. MSSF 16 (7)	(14.0%)	(17.9%)	3.9pkt %
EBITDA excl.MSSF 16 (7)	(31.4)	(46.8)	32.9%
margin EBITDA excl. MSSF 16 (7)	(7.8%)	(11.1%)	3.3pkt %

Source: financial statements according to IFRS, 4Q2019.

1) particular sales positions, apart from printing services, include sales of Agora's Publishing House and film activity.

(2) the amount includes revenues from sub-licence granted by Agora S.A. to the subsidiary company in Agora Group for film distribution;

(3) relates to costs of restructuring (including group lay-offs) in Print segment and in Agora's support divisions in the first quarter of 2019; in 2018 includes costs related to group lay-offs executed in Print segment in the first quarter of 2018 and costs of restructuring in Magazines division in the second quarter of 2018;

(4) the item includes profit achieved by Agora S.A. on sale of properties located in Gdansk and Warsaw in the first quarter of 2018;

(5) the amount includes an impairment allowance for receivables from Ruch S.A., which are covered under the accelerated arrangement procedure (a.a.p.)

(6) the amounts include impairment losses on property, plant and equipment and intangible assets; in 2018 impairment losses relate to the monthly Lachy Dom;

(7) the amount of the operating result – EBIT, EBITDA and net loss excluding impact of International Financial Reporting Standard no. 16 Leases;

(8) relates to gain on sale of shares in Stopklatka S.A. in the second quarter of 2018;

(9) the amount includes impairment losses on shares in subsidiaries (described in note 38 to the unconsolidated financial statements);

(10) the performance measure “EBITDA” is defined as EBIT increased by depreciation and amortization and impairment losses of property, plant and equipment and intangible assets. Detailed information on definitions of financial ratios are presented in the Notes to part III of this MD&A.

THE GROWTH DIRECTIONS OF THE AGORA GROUP

The primary objective of the Company's Management Board is to accelerate the development and increase the scale of operations of the Agora Group. The new strategy of the Agora Group for the years 2018-2022 is based on the following pillars:

systematic development of the existing businesses, including through acquisitions strengthening current businesses of the Agora Group,

- extending the offer of the largest enterprises with innovative products or premium services,
- development of a new business in prospective market segments.

In February 2019, the Company acquired 40% of shares in Eurozet Sp. z o.o., the second largest Polish broadcaster in terms of radio coverage. In October 2019, Agora applied to the President of the Office of Competition and Consumer Protection for consent to acquire the remaining 60% of shares in Eurozet. This transaction may change the Agora Group's position on the radio broadcasters' market and may affect the verification of the Group's investment plans in non-media businesses. At the same time, it is worth noting that this potential transaction does not change the key objectives and strategic goals of the Agora Group. Acceleration of growth and increase in the scale of the Agora Group's activities remains the most important goal, which will be reflected in increased revenue and profitability of the Group.

Taking into account the application for the consent of the President of the Office of Competition and Consumer Protection for the acquisition of 60% of shares in Eurozet Sp. z o.o. and the investments already made in the area of Internet and digital outdoor activities, the Company will engage in a smaller number of new investment projects by 2022.

The cinemas remain the priority development direction of the Agora Group in the area of entertainment in the broad sense. To date, the Company has not been able to find other projects in this area that would provide the Group with an equally satisfactory rate of return, whilst offering good development prospects.

The food business developed within the Helios Group by Foodio Concepts Sp. z o.o. and Step Inside Sp. z o.o. completed the first stage of its operation. At the end of 2019, the first company operated as many as 14 restaurants. The goal for the coming year is to improve their financial efficiency. The second concept – developed under the Pasibus brand name – had 6 operating restaurants at the end of last year. At the beginning of 2020, an investment agreement was signed, which will ensure faster development of this promising burger chain.

Another important directions of development in the strategic perspective of the Agora Group until 2022 are digitalization and further development of premium services and products. We are still looking for assets that would complement or strengthen our portfolio in these areas. Examples of such investments include Piano Group Sp. z o.o., the owner of the Move TV platform. With this investment, AMS has taken another step in building its digital media and services offer and strengthened its position in the promising DOOH area.

An example of measures related to the expansion of significant projects of the Group by innovative products or premium services is the continued dynamic development of Yieldbird, the leader in the ad-tech industry, related to the introduction of a product sold in the SaaS (software as a service) model to its offer. Yieldbird has so far achieved global success with its business and continues to grow in foreign markets.

We have also made investments in the B2B solutions segment. In June 2019, we acquired further shares in ROI Hunter, a Czech company, and we hold a 23.9% stake in this entity. ROI Hunter is a provider of a marketing platform which allows companies from the e-commerce industry to promote and sell products via Google and Facebook. In September, we also became the majority shareholder of HR Link Sp. z o.o., one of the fastest growing technology companies in Europe.

The sale of high-quality content in the subscription model remains an important direction of Agora's development. During the current strategic perspective, the Group wants to triple the average number of subscriptions of *Gazeta Wyborcza* and podcasts of Radio TOK FM, as well as ensure improved monetization of this business model. Ultimately in the year 2022, half of the revenues of *Gazeta Wyborcza* is to be generated from digital sources and its profitability is expected to improve regularly. The Company is working steadily to achieve this objective. At the end of 2019, the number of digital subscriptions of *Gazeta Wyborcza* reached a record level of nearly 218 thousand and the share of digital revenues of *Gazeta Wyborcza* in total revenue of the daily increased to 24.0%. The number of sold subscriptions of Radio TOK FM podcasts has also increased – at the end of December 2019, it reached 20 thousand.

30 YEARS OF AGORA

OUR 30 YEARS

KEY DATES IN THE HISTORY OF AGORA GROUP

2019	May	30th anniversary of Agora and Gazeta Wyborcza
	February	Agora becomes a minority shareholder of Eurozet by purchasing 40-percent stake
	February	first Helios cinema opens in Warsaw
	November	Agora enters food service industry in Poland with first Papa Diego restaurants
2018	September	Agora invests in ROI Hunter a dynamically growing supplier of marketing solutions for e-commerce
	March	Agora publishes the first responsibility report <i>Agora Group Responsibility Report 2017</i>
	May	AMS completes the project of installing 1580 public transport shelters in Warsaw
2017	December	Agora debuts in the prestigious Warsaw Stock Exchange RESPECT Index of responsible companies
		number of active digital subscriptions of <i>Gazeta Wyborcza</i> reaches 100 thousand
2016	December	Agora launches its television channel METRO TV in MUX-8. Within under a year Discovery 100-percent stake of METRO TV from Agora
	December	AdTaily changes name to Yieldbird – under this label, the company develops programmatic advertising services
	January	Agora becomes a majority shareholder of GoldenLine
2015	September	The first film produced by Agora „Król życia” is released
	June	Agora adds Radio Pogoda to its radio portfolio
2014	March	Launch of Stopklatka TV film and entertainment channel. In 2018 Agorae exits the investment and sells the shares to Kino Polska TV
	January	launch of Rock Radio
2012	September	Helios establishes a film distribution brand NEXT FILM
	May	Launch of Publio.pl online store with e-books and audiobooks
2010	August	Agora launches operations in cinema industry by signing the final contract for the purchase of majority stake in Helios
2009	September	WysokieObcasy.pl service is launched
2008	May	first AMS CityINFOtv screens appear in the trains of Warsaw underground
2007	March	launch of Sport.pl
2006	April	launch of Gazetapraca.pl recruitment site
2005	November	AMS wins the first title in the prestigious <i>Media and Marketing Polska</i> weekly competition of media houses and advertising agencies
2004	June	first special project of the Library of Gazeta Wyborcza (40-volume collection of 20th century literature)
2002	September	Agora invests in outdoor advertising, purchases shares in AMS
	April	Agora acquires 12 press titles, launching operations in the magazines segment
	March	Agora moves to a new office at Czerska 8/10 in Warsaw
2001	October	Agora enters the market of free press with Metro
	January	Gazeta.pl is launched
1999	April	Agora's shares debut on Warsaw Stock Exchange and London
1996	June	Agora purchases shares in the first radio station
1995	March	Launch of Wyborcza.pl, online format of Gazeta Wyborcza
1994	July	Agora opens the first printing plant in Warsaw
1993	January	Helios cinema chain is created
1992		Agora-Gazeta changes its name to Agora
1989	December	first advertising office is opened in Warsaw
1989	8th May	The first issue of Gazeta Wyborcza is published (initial circulation - 150 thousand)

EMPLOYEES CELEBRATE THE 30TH ANNIVERSARY OF GAZETA WYBORCZA AND AGORA

Thirty years of Agora were also thirty years of free Poland. From one team producing a daily newspaper, located in a kindergarten building in Iwicka St., Agora grew into a large, stable, media group, with operations in a range of industries that nevertheless succeeded in preserving the values of the founders – passion and commitment to change the world. 30th anniversary of Agora was celebrated throughout the entire year. Employees and collaborators of Agora were invited to join polls, competitions and other attractions, and most importantly of all, festivities of Agora Ball.

Celebrations of Agora's 30th birthday offered the employees a host of events and activities:

- Newsletter Wieści na 30 (30th Birthday News) and dedicated anniversary pages - with all information about the events planned for the 30th anniversary of Gazeta Wyborcza and Agora. The newsletter was also a

medium for sharing the experience of counting down days to Agora Ball and delivered updates on details of the event, competitions and polls.

- 30 Hits for Agora's 30th Birthday, a special poll in which the employees chose a hit for each year from 1989 to 2019. This way they compiled the list of hits for the Agora Ball concert.
- Special, anniversary contests for the employees: Birthday Challenge and Postcard from Agora, Best Video and polls: the most helpful colleague, the coolest style, the warmest smile.

WHAT ITEM ASSOCIATED WITH AGORA WOULD YOU PUT IN A TIME CAPSULE?

Every place has its own spirit, smell, sounds, stories... So does Agora. There are a lot of great people working here. They fill the building with life, creativity, positive energy. They are the fabric that makes Agora. Sadly, every moment with them is fleeting. An interesting way to preserve the spirit of Agora, all these people, moments, would be to make a map of sounds - meetings, boxes, canteen, cafe, reception, corridor, kitchen - and put it in the capsule ... Definitely the laugh of my girls, my radio colleagues, it's a must-have. Even 1000 years later it could give people so much joy.

Winner of Birthday Challenge

- More attractions for Agora employees: 11 May 2019, on the day of Agora Ball, Agora employees were invited to attend special events such as performances: Wykrywacz kłamstw (Teatr Capitol), Zabawa (Teatr Polonia), Nietota (Teatr Powszechny) and screenings: Dolce Fine Giornata (Helios, Blue City), The Place, A Man Named Ove, La dernière folie de Claire Darling, Au revoir là-haut (Niezależne Kino Amondo), and a stand-up with Piotr Szumowski and Maciej Adamczyk (Helios, Blue City). They could also join special tours – of the exhibitions of National Museum in Warsaw and Polin Museum of Polish Jews and a tour of Warsaw with Syrena theatre. Syrena also prepared a professional acting class.
- Special gifts / prizes:
 - For the longest-serving employees – dinner party and a symbolic gift
 - For the 'Lucky 30' employees, lottery winners
 - For 30-year-olds (turning 30 in May 2019)

AGORA BALL

Agora Group house party was a celebration shared by all employees and collaborators of Agora. The crowning point of the festivities was a special concert 30 Hits for 30 Years. The concert set was composed of the songs selected through an employee poll – cult tunes in new arrangements and a video presenting prominent events of the past 30 years. Performers included: Natalia Przybysz, Barbara Wrońska, Daria Zawiałow, Igor Herbut and Piotr Rogucki. Musical memories were presented by Joanna Kruk of Radio Pogoda and Jarosław Barwiak of Radio Żłote Przeboje. After the addresses of Bartosz Hojka, President of Agora and Adam Michnik, editor in Chief of Gazeta Wyborcza, birthday cake was cut by Agora's peers, employees who also turned 30 in May 2019. The event was closed by the concert of 36i6 and DJ Black Belt Greg.

Participants could also enjoy additional attractions: photoboosts and a unique 30th anniversary exhibition - Gazeta Wyborcza Time Machine, prepared by the editorial team, with items and symbols referring to the beginnings of Agora and early history of the daily.

30TH ANNIVERSARY AGORA CUP

over **100** players in 2019 Agora Cup, **11** competing teams

Another Agora Cup, a football tournament for the employees and collaborators of Agora Group was held on the day of Agora Ball - 11 May.

The winner was the team Gazeta.pl (combined Łódź and Olsztyn teams). Runner-up was Helios and the third place was taken by the combined team of Tychy and Piła printing plants

30 YEARS OF GAZETA WYBORCZA



First issue of Gazeta Wyborcza covering the first free parliamentary elections of 1989, appeared on 8 May 1989. The first Gazeta Wyborcza had eight pages and the circulation of 150 thousand.

To celebrate the 30th anniversary of Gazeta Wyborcza, a special reprint was released with Lech Wałęsa's symbolic appeal to the nation and a list of candidates for Sejm and Senate recommended by Citizens' Committee by the Leader of Solidarity Independent Self-Governing Trade Union.

GAZETA WYBORCZA RETURNS TO THE CREDO 'THERE'S NO FREEDOM WITHOUT SOLIDARITY'

Gazeta Wyborcza readopted the historical credo 'There is no freedom without solidarity', as a way to express editorial support for social groups discriminated in Poland. In support of the change, the editorial staff prepared articles, videos

and promotional activities, including a poster with the new credo of the daily, and encourages readers to be active in the public sphere.

'There is no freedom without solidarity' appeared for the first time as the credo of *Gazeta Wyborcza* in the newspaper's masthead in 1989. At that time, it expressed a desire to build a new state based on democracy and community. The return to the credo that took place on 27 July 2019 symbolizes solidarity with social and professional groups excluded in Polish society - people with disabilities, teachers, the LGBT + community, doctors, nurses and judges.

The team of *Gazeta Wyborcza* issued a joint statement:

We embrace 'There is no freedom without solidarity' as an obligation. The world as we knew it - stable, safe, predictable - will fall apart, if we close ourselves in selfishness, if we are busy with our own immediate interest, if we only buy and consume. Then we will open the gates for populists and political charlatans (...). So we return to the beginning: 'There is no freedom without solidarity'.

International media supported Wyborcza and informed the public about the change of credo to 'There is no freedom without solidarity'

World's major media wrote extensively about Wyborcza and the new credo.

- *Washington Post* printed the full appeal of the editorial team of Wyborcza 27 July, 'Our response to the aggression and attacks on the participants of Pride Parade in Białystok on 20 July fuelling hatred for different social groups and minorities.' The English version was titled 'The Polish government is stigmatizing minorities. It's time to take a stand'
- Spanish *El País* titled their material Wyborcza stands up in defence of LGBT against aggression in Poland" and reminds about the need for solidarity in the struggle against discrimination and violence.
- Hungarian *Heti Világgazdaság* stresses that similar appeals came from Wyborcza in 1990. Journalists call for solidarity with those they believe have been excluded by the Polish authorities over the last four years. The examples are teachers, people with disabilities, sexual minorities, judges, prosecutors. They say, 'These groups are publicly stripped of dignity and means to exist'. The second, after *Népszava* important title in Hungary covering Wyborcza's change of credo.
- *la Repubblica* requested an interview from Adam Michnik, Editor-in-Chief of Wyborcza, who explained return to the 90s credo by calling on 'Threat to freedom in Europe relying on demagogues and populists'.
- Our appeal and change of credo was also covered by Slovakian *Dennik* and Swedish *Dagens Nyheter*.

Article on Wyborcza.pl - <http://wyborcza.pl/7,75398,25066942,swiatowe-media-wspieraja-wyborcza-and-pisza-o-zmianie-przez.html>

MORE IN DIVERSITY SECTION OF THE REPORT

From its start, the team of *Gazeta Wyborcza* has joined Poland's most important national and local social, educational and cultural campaigns. We also initiate campaigns and projects. Recently *Gazeta* supported protesting teachers by publishing a special issue of the newspaper, a teacher-strike newsletter and donating revenue from the sale of digital subscriptions - 200 thousand zł - to the striking teachers' cause. The team of *Gazeta* also took part in Black Protests, was engaged in *Rodzić po ludzku* (Childbirth with Dignity) campaign and collected money for the Great Orchestra of Christmas Charity (WOŚP).

SPECIAL ISSUE OF GAZETA WYBORCZA ON 30TH ANNIVERSARY



On 8 May 2019 *Gazeta* included the first issue of *Gazeta Wyborcza* from 1989. The anniversary was also celebrated by the present-day logo incorporating '30 years' in the red rectangle.

The anniversary issue of *Gazeta Wyborcza* featured a text by Editor in Chief, Adam Michnik, about the daily, an article by Justyna

Suchecka describing one day in the life of the editorial team. *Gazeta* also offered the readers an opportunity to write what they expect from the daily for the next 30 years.

1989" – SPECIAL MAGAZINE OF GAZETA WYBORCZA



To celebrate the 30th anniversary of *Gazeta Wyborcza* and the first free election in Poland, the editorial team developed a special magazine *1989* with memories of Poland from 30 years back. Journalists wrote about day-to-day life in Poland of late '80s – what we ate, wore, watched on television, what we queued for, made fun of, what was the role and place of women in the society of the time. On the 30th anniversary of the first issue of *Gazeta Wyborcza*, its employees talked about its beginnings. Poet and publicist Antoni Pawlak recalled editorial team meetings in a sandpit

and Teresa Kruszona, editor and corrector with the title from its beginnings, remembered how the language of *Wyborcza* changed over the years.

DONALD TUSK NAMED MAN OF THE YEAR OF GAZETA WYBORCZA



Gazeta Wyborcza chose Personality of the Year for the 20th time. In 2019 the title was granted to Donald Tusk, President of European Council and former Prime Minister of Poland. Commendation speech was given Timothy Snyder. The ceremony, held on 10 May 2019, as part of the 30th anniversary of *Gazeta Wyborcza*, prizes for *Gazeta Wyborcza* Readers' Man of the Year were also announce and a special distinction for the editor in chief Adam Michnik.

The winners of Readers' Awards were: President of Gdańsk Paweł Adamowicz – in recognition for his dedication to Gdańsk, and Jerzy Owsiak, President of Great Orchestra of Christmas Charity Foundation, for bringing Poles together. Live coverage of the gala was available on *Wyborcza.pl*, and the moment of Donald Tusk receiving the title – also on TVN24. Reports were also published on the profiles of *Gazeta Wyborcza* in the social media, including Instagram. Complete recording of the ceremony - link, and highlights - link, are available on *Wyborcza.pl*.

Gazeta Wyborcza Personality of the Year has been awarded annually since 1999, as part of the celebrations of the daily's anniversary. Previous bearers of the title are: Vaclav Havel (1999), George Soros (2000), Siergey Kovalyov (2001), Joschka Fischer (2002), Günter Verheugen (2003), Bronisław Geremek (2004), Javier Solana (2005), Zbigniew Brzeziński (2006), Abp Józef Życiński (2007), Andrzej Wajda (2008), Tadeusz Mazowiecki (2009, Man of the two decades), Władysław Bartoszewski (2010), Richard von Weizsäcker (2011), Tadeusz Konwicki (2012), Yoani Sánchez (2013), Mikhail Khodorovsky (2014), Bronisław Komorowski (2015), Timothy Snyder (2016), Frans Timmermans (2017) and Anne Applebaum (2018). A special award for Man of Quarter-century was handed to Lech Wałęsa.

WEHIKUL CZASU GAZETY WYBORCZEJ (GAZETA WYBORCZA TIME MACHINE) - SPECIAL EXHIBITION FOR 30TH ANNIVERSARY

At a special dedicated exhibition *Gazeta Wyborcza*, presented items and symbols associated with the beginnings of Agora, early history of the daily and historical events. The collection included everyday items from 1989 and the beginnings of 90. With the computers, typewriters, phones and other exhibits, the team of *Wyborcza* recreated a workstation of 1989/1990 as well as other important locations such as a darkroom with an original enlarger, trays and photos hanging from a string, typists' room and editor in chief's office. The exhibition also contained historical photos and documents from *Gazeta's* archives as well as memorabilia and photos brought by the employees and friends of *Gazeta Wyborcza*.

NEW LAYOUT FOR THE 30TH ANNIVERSARY OF GAZETA WYBORCZA AND FREE POLAND

From Tuesday, 4 June 2019, printed *Gazeta Wyborcza* gained a more modern, clear and reader-friendly style. The new layout that debuted on the 30th anniversary of the daily, was created by Jacek Utko, a renowned designer and consultant working for media around the world. Additionally, the daily offers its readers new sections in the main issue, such as Highlight of the Day, and on Fridays - local weeklies combining existing magazines with the cultural guide *Co Jest Grane 24*

Gazeta Wyborcza acquired a new layout, introduced in the year of the 30th birthday of the daily and after several years from the previous change. The newspaper acquired a modern, neat and consistent design, its issues are clear and more readable. This was achieved by a slightly enlarged, simpler font, larger spaces on individual pages and better-exposed photographs, e.g. on the second page of the issue. The authors of comments, columns and opinions are presented with drawn portraits.

WYBORCZA OVER GENERATIONS (CO POKOLENIE TO WYBORCZA!)

Gazeta Wyborcza has been accompanying successive generations and changes taking place in Poland for 30 years.

- Years go by and, despite our different ages, genders and origins, we share words, images and emotions. This is why our new image campaign shows how we support our readers and respond to their needs, in spite of their differences. This has been the distinguishing mark of 'Gazeta Wyborcza' for 30 years – a medium of many generations, a witness and sometimes the initiator of not only social day-to-day changes to our lives in Poland. We are proud to say 'Wyborcza over generations', says Jerzy Wójcik, publisher of Gazeta Wyborcza.

The campaign *'Co pokolenie, to Wyborcza'* (*Wyborcza over generations*) presents young and older people with diverse interests and passions. Subsequent scenes are combined with the use of the characteristic red rectangle from the *Gazeta Wyborcza* logo.

This is how the editorial team at *Gazeta Wyborcza* and *Wyborcza.pl* remind us of the diversity of issues that it handles daily and the variety of subjects covered. More information can be found at the campaign website.

The advertisements refer to the 30th anniversary of *Gazeta Wyborcza* celebrated in 2019. They show how this daily has been accompanying successive generations for years.

30 YEARS OF SOCIAL RESPONSIBILITY

Agora has operated in the media market and developed in other industries for over 30 years while remaining a socially responsible brand, committed to community involvement from the onset. Below is a list of thirty long-term campaigns and projects of Agora Group, delivered by our media, entities and businesses. Most of the project continue to be delivered while some, while terminated, deserve to be mentioned for their significant social impact.

1993

AGORA PLAYS WITH WOŚP

For many years businesses of Agora Group have engaged in auctions, collections, communications and promotion of *Wielka Orkiestra Świątecznej Pomocy* (WOŚP – Grand Orchestra of Christmas Charity). *Gazeta Wyborcza* has served as the media partner of a number of WOŚP finales. Information about WOŚP collections were published in all media of the brand and Agora's journalists provided coverage from Warsaw and many local headquarters of the campaign countrywide. For a number of years brands, business and media of Agora have held auctions the proceeds from which is donated to WOŚP.

1994

RODZIĆ PO LUDZKU (CHILDBIRTH WITH DIGNITY)

Rodzić po ludzku is a widely known, and at the time of its delivery flagship campaign of *Gazeta Wyborcza*, launched in 1994 and repeated regularly over a span of more than ten years. The campaigns held so far succeeded in changing Polish maternity wards, sensitize Polish health care professionals to the needs of parents and children in the special moment of labour and birth. Today women can give birth accompanied by their loved ones, in a single room, in comfortable conditions. One of the outcomes of the campaign is manuals for hospital and maternity wards. An organization *Rodzić Po Ludzku* (Childbirth with Dignity Foundation), namesake of the campaign, continues its work to this day.

1997

NIKE LITERARY AWARD

Nike Literary Award is presented annually in October for the best book published in the previous year. The main idea behind the award is to promote Polish literature. The contest open to all literary genres, is organized by NIKE Foundation and *Gazeta Wyborcza*, and the prize is funded by Agora Foundation. Nike was established in 1997.

2002

SZKOŁA Z KLASĄ (SCHOOL WITH CLASS)

th Class was launched in 2002 by *Gazeta Wyborcza* and Centre for Citizenship Education. The campaign was addressed to primary and secondary schools and was designed to promote civic and interactive teaching standards and attracted participation from thousands of schools countrywide. School with Class is based on six smart school principals, of a school welcoming to students, teachers and parents. Challenges were developed for each principle and any school participating in the programme was tasked with achieving one challenge for each principle. For unlocking all achievements the school received the title of School with Class.

The campaign was recognized in the *30x30 Ranking* of national CSR projects of the highest value for the community in the last 30 years (*Ranking 30x30 – CSR projects of the 30 years*).

2003

FABRYKA ŚW. MIKOŁAJA GAZETY WYBORCZEJ (SANTA CLAUS FACTORY OF GAZETA WYBORCZA)

Santa's Factory is a charity project conducted every year before Christmas by Wrocław *Gazeta Wyborcza* since 2003. Readers and local firms are invited to join a collection of funds and items for people in need.

2004

AMS POSTER GALLERY

AMS Poster Gallery was launched in April 2004. It is a non-profit project aiming to stimulate public interest in outdoor advertising, promote the best Polish poster designs and bring closer advertising and academic communities. The annual open competition for a poster on a social or cultural theme is addressed to students of art schools and young graphic designers. With hundreds of designs entering each year – it is probably Poland's the largest competition for young graphic designers. Award-winning designs are presented in national campaigns and on AMS citylights (display boxes bus/tram stop). Selected contestants were offered a placement in Poland's top advertising agencies, some were later employed. Twelve Poster Gallery competitions have been held to date:

1. Zapraszamy do...(Welcome to ..) – promotion of Polish cities and regions
2. Popatrz w chmury, zostaw mury! (Keep walking! Leave that wall alone) – fighting vandalism
3. Bądź mądry – czytaj prasę (Be smart, read news) – promotion of newspaper readership
4. Wszyscy jedziemy na jednym wózku (We are all in it together) – raising public awareness of the problems of disabled individuals
5. 20th International Poster Biennale – poster promoting Poster Biennale
6. Zostaw samochód – daj odetchnąć miastu (Leave the car, breathe with the city) – promotion of public transport
7. Sieć = alienacja lub sieć = wspólnota (Net = alienation or net = community) – social role of the internet
8. Myśl rowerowo! (Bicycle state of mind) – promotion of bicycle of means of transport in the city
9. Fryderyku! Wróć do Warszawy! (Fryderyk, come back to Warsaw!) – Warsaw connections of Fryderyk Chopin
10. Skłodowska-Curie była kobietą (Skłodowska-Curie was a woman) – supporting women's fight for equality
11. Dzisiaj Polska! (Poland now!) – promotion of Poland during our EU presidency
12. Miłość nie cukierki – najlepiej w rodzinie – Foster if not biological
13. Przemoc. Twoja sprawa (Violence, your business, too) – call to react to violence
14. Tacy jesteśmy. Polacy 1989–2014 (This is Us. Poles of 1989–2014) – self portrait of Poles AD 2014
15. Przestrzeń wspólna – przestrzeń niczyja? (Public space – whose is it really?) – discussion about public space
16. Szekspir do nieskończoności (Shakespeare to Infinity) – universality of Shakespeare works 400 years after his death
17. Myślę o Wiśle (Wiśła on My Mind) – promotion of Wiśła river in 2017 – the Year of Wiśła
18. Rzeczpospolita = rzecz wspólna (Rzeczpospolita means Commonwealth) – how we understand common good on the 10th anniversary of Poland regaining independence after partitions
19. Jedz ostrożnie (Drive Safe) – promotion of healthy eating habits and their social importance
20. Zwierzę też człowiek (Give the Animal a Break) – animals' rights to wellbeing

2004

AGORA FOUNDATION

Agora Foundation was created in October 2004. Since 2005 it has been a OPP organization (public benefit organization). In recent years Agora Foundation has focused on organizing and financing campaigns conducted with *Gazeta Wyborcza* and on charity programmes. Activities of Agora Foundation, often supported by the media of Agora, including *Gazeta Wyborcza*, have a long history. The breakthrough campaigns, *Rodzić po ludzku*, *Leczyć po ludzku* (Childbirth with Dignity, Healthcare with Dignity) and *Narkopolacy* (NarcoPoles) or *Pomóż swoim rodzicom* (Help Your Parents) - promoting volunteer caregiving, were financed from the collection of one per cent of income tax write off.

2006

POLSKA BIEGA (RUNNING POLAND)

Polska Biega campaign and web service Polskabiega.pl were started in 2006 to encourage Poles to start jogging and provide them with instruction on how it can be done safely and effectively. Polska Biega Weekend, the crowning event of the campaign, is a great celebration of running and runners.

2009

POLACY ODWAGI! (POLES, WEIGH DOWN!)

Polacy Odwagi! was launched in 2009 to encourage all who struggle with excessive weight to take care of their weight and health. The great dieting with *Gazeta Wyborcza* included a series of texts with useful advice, information about eating habits and proper nutrition as well as interviews with nutrition experts.

2010

RYSZARD KAPUŚCIŃSKI AWARD

The idea behind Ryszard Kapuściński Award is to distinguish and promote worthwhile non-fiction books that touch on important contemporary issues, invite reflection and offer insights into different cultures. It also aims to pay posthumous homage to Ryszard Kapuściński – the eminent reporter, journalist, essayist and poet, apart from Stanisław Lem, the most translated Polish author, who spent over 60 years of his life in Warsaw. Established in 2010, Ryszard Kapuściński Award is presented by *Gazeta Wyborcza* and Capital City of Warsaw to the authors of the best non-fiction book and the best translation of the year. Alicja Kapuścińska is an honorary patron of the award. The project includes an educational campaign promoting the work of Ryszard Kapuściński among Warsaw school children and youth. Participants can nominate themselves or be proposed by their school, other educational facilities, culture centres and libraries.

2011

ANNA LASZUK AWARD

Anna Laszuk Award of Radio TOK FM was founded in 2011 to recognize individuals and organizations for bold, unconventional and unusual initiatives, work or expression that had high impact on public awareness or drove change to Polish reality within the passing year. Among the winners of Anna Laszuk Award are Black Protest/Polish Women on Strike, Col Krzysztof Olkiewicz, Robert Biedroń, Adam Bodnar and NGO Coalition and Defenders of Białowieża Forest. 2019 Award was given to Free Courts Initiative.

Anna Laszuk was a journalist of Radio TOK FM, widely appreciated for her courage in fighting stereotypes, commitment and passion to fight for human rights, especially the rights of women and minorities.

2013

MATEMATYKA SIĘ LICZY (MATHS FESTIVAL AND MATHEMATICS COUNTS)

Mathematics Counts has been organized since 2013 to stress the importance of mathematics in life and emphasise how proper teaching and talking about mathematics is a key to success. Throughout the campaign *Gazeta Wyborcza* describes various maths problems and statistical phenomena, discusses when mathematics started and is it possible for it to end.

The project's culminating event in Mathematics Festival held in Warsaw office of *Gazeta Wyborcza*. Creators of the campaign sum up the activities of the campaign and visitors can be transported into the world of mathematics in which passionate promoters of the queen of sciences deliver mathematics workshops.

FUNDACJA AKADEMIA INTEGRACJI – PRACA, EDUKACJA, SPORT (ACADEMY OF INTEGRATION FOUNDATION – WORK, EDUCATION, SPORT)

The Foundation was established by AMS SA and is a continuation of the project *AMS for Integration*. Its main focus on the broad issues associated with life, activity and social role of people with disability, with special emphasis on work, education and sport. The originators and employees of the foundation are among others the fencers in wheelchairs, outstanding athletes and multiple medallists of World and European championships, who volunteer for the foundation with other employees of AMS. Goals of the Foundation are: raising sensitivity to fellow humans, helping people with disabilities to integrate into society as well as activating people with disabilities.

KINO NA TEMAT I KINO NA TEMAT JUNIOR (CINEMA TO THE POINT AND CINEMA TO THE POINT JUNIOR) IN HELIOS CINEMAS

Kino na Temat and *Kino na Temat Junior* are projects addressed to youth and children and delivered by Helios cinemas since 2013.

Kino na Temat is addressed to older kids, students of senior grades of primary school and secondary school students. Film screenings are accompanied by debates with guest speakers – experts and journalists selected through polls.

Kino na Temat Junior combines screenings with games. Every screening is preceded by an educational workshop developed by film educators to fit the core curriculum for a relevant education level.

2014

#USŁYSZ... (HEAR YOUR ...) – CAMPAIGN OF RADIO TOK FM

Usłysz (Hear Your ...) debates of Radio TOK FM - *Hear your city, Hear your school, Hear your representative* – have been organized since 2014 and accompany important events such as parliamentary, self-governmental and educational reforms. Debates of Radio TOK FM offer a platform for dialogue – viewers and listeners can ask questions to event participants, e.g. MPs. TOK FM debates are organized in selected locations where the station is present.

2015

DŁUGOWIECZNI (LONG-LIVED)

Długowieczni is a campaign started in early 2015. Throughout the campaign *Gazeta Wyborcza* covers topics related to population ageing and organizes special events and debates about the needs of seniors. The campaign was launched jointly by: Jolanta Kwaśniewska, President of Porozumienie bez Barier Foundation, Juliusz Braun, former President of TVP, Jurek Owsiak, Great Orchestra of Christmas Charity and Jarosław Kurski, Deputy Chief of *Gazeta Wyborcza*.

2015

CITY LAB

City Lab is a platform for dialogue between inhabitants, local authorities, activists, and representatives of central government, business and culture. The campaign of *Gazeta Wyborcza* is unique in that it is not limited to discussions

but instead it produces actionable solutions to problems. City Lab offers local authorities practical instruction what could be done to make their cities a better place to live. Suggestions and recommendations are implemented, monitored and summarized by the reporters of *Gazeta Wyborcza*.

KULTURA DOSTĘPNA (ACCESSIBLE CULTURE) IN HELIOS CINEMAS

In 2015 Helios cinema chain was Poland's first cinema operator to join *Kultura Dostępna* project of the Ministry of Culture and National Heritage.

Kultura Dostępna w Kinach aims to bring Polish film to a broad range of viewers and to promote Polish cinema through offering affordable ticket prices and promote Polish cinematic production.

ADOPTUJ PSZCZOLĘ (ADOPT A BEE)

Since 2015 Gazeta.pl worked with Greenpeace Polska, supporting *Adopt a Bee* campaign. Every year Gazeta.pl encourages readers to help bees through virtual adoption. Each adopted bee equals 2 zł donated to the Greenpeace campaign for the protection of bees.

2016

SUPERBOHATERKA WYSOKICH OBCASÓW (SUPERHEROINE POLL OF WYSOKIE OBCASY)

Wysokie Obcasy, Sunday magazine of *Gazeta Wyborcza* organizes Superheroine poll. The winner is selected by the Super heroine committee and by the readers who nominate women who made the biggest mark on them in the passing year. The nominees are the heroines of the articles published in *Wysokie Obcasy* and women who, according to the editors of WO, have enough courage to change the world, inspire others with their energy, can break through personal, social and political barriers. Among the nominees are women recognized nationally and locally.

WYBORCZA NA ŻYWO (WYBORCZA LIVE)

Wyborcza na Żywo events have been held since 2016 across Poland. The sessions Focus on political, economic, cultural and sports events, as well as local matters. Discussion participants are journalists and the heroes of texts published by *Gazeta Wyborcza* and *Wyborcza.pl*, members of local self-government, civic activists, artists or athletes.

2017

MIASTA IDEI GAZETY WYBORCZEJ (CITIES OF IDEA OF GAZETA WYBORCZA)

Miasta Idei is an effort to draw the public attention to the processes taking place in urban areas and, more importantly – find such directions for development that would make the cities attractive to inhabit.

The series of events employed the creativity and enthusiasm of participants, particularly local communities, urban activists and non-profits who joined forces with experts and decision-makers to develop relevant solutions to be applied in their locations.

JUTRONAUCI (TOMORROWNAUTS)

Jutronauci *Gazeta Wyborcza* is a project featuring outstanding people: artists, scientists and entrepreneurs, who share interest in the world of tomorrow. Since 2017 printed *Gazeta* and *Wyborcza.pl*/Jutronauci has presented portraits of people whose work and ideas have the potential to shape the future of the world. The project is accompanied by a number of events and a special gala held in Warsaw.

CZERSKA 8/10 PREMIERE CENTRE

8/10 Czerska Street Premiere Centre is a forum for creators and creative works in literature, film, theatre and music. Czerska Premiere events are organized by *Gazeta Wyborcza* in cooperation with Agora brands and held in Agora's Warsaw headquarters and streamed on *Wyborcza.pl* and in the social media. Each premiere is a multimedia event with films featuring the heroes of the event.

FAMILY FEST

Teams of *eDziecko.pl*, *Avanti24.pl* and *Czterykasy.pl* organized the third Family Fest picnic on 1 and 2 June 2019 in Kubicki Arcades in Warsaw. The free admission event offered attractions for the youngest children as well as to those slightly older. Family Fest is a unique project that combined fun with education with the aim to stimulate development in children, broaden their horizons and knowledge of the world. The two-day event included concerts for children, games and quizzes, performances, workshops of creative LEGO building and shows. Family Fest was organized in cooperation with Warsaw Royal Castle.

PRYVIT – FIRST FREE NEWSPAPER FOR WROCŁAW UKRAINIAN COMMUNITY

Pryvit is the first newspapers for Ukrainians living in Poland. It is a joint project of Wrocław *Gazeta Wyborcza*, City of Wrocław and Ukraina Foundation. The idea behind *Pryvit Wrocław* is to help Ukrainian learn more about Wrocław, how to benefit from the projects and events organized there and what brings Poles and Ukrainians together. Since 2017 free copies of *Pryvit* have been available in locations frequented by Ukrainians, the office of Ukraina Foundation, the Orthodox church, offices, schools as well as restaurants managed by Ukrainians. The list of locations is available on <http://wroclaw.wyborcza.pl>. The circulation is six thousand.

2018**GAZETA WYBORCZA FOUNDATION**

Gazeta Wyborcza Foundation was established by Agora in 2018. Following the example of New York Times Company and The Guardian Media Group, the publisher of *Gazeta Wyborcza* founded a non-profit organization to develop worthwhile media projects and execute important social goals.

The main goals of the foundation are to inspire development of independent, ambitious works of journalism about the key social and political subjects: investigative journalism, environmental reports and international journalistic projects, etc.

WYSOKIE OBCASY FOUNDATION

Fighting for women's rights, supporting disenfranchised groups, bringing forward unknown herstories, and publicizing issues connected to health and psychology is a daily commitment of the *Wysokie Obcasy* Magazine for 20 years.

Wysokie Obcasy Foundation was established in 2018 as a joint initiative of Agora and *Wysokie Obcasy* to support independent journalism and social initiatives to protect and promote women's rights and integrate diverse communities. *Wysokie Obcasy* Foundation focuses primarily on activities aimed at dismantling discrimination based on gender, age, sexual orientation, ethnicity, beliefs, health and social status, and appearance both in Poland and at a global stage.

2019**WYBORCZA NA ZIELONO (GREEN WYBORCZA)**

Gazeta Wyborcza continues to increase its commitment to highlighting ecological and climate crisis themes. Early 2019 saw the launch of *Wyborcza na zielono* – all sections of the daily feature texts about Poland's rapid climate change. In June 2019 a water report was published, documenting the dramatic hydrological situation in Poland. Articles published in the series cover coal policy, waste management, anti-smog solutions, etc. *Wysokie Obcasy* launched a campaign (Preserve, Don't Waste) *Szanuję, nie marnuję* with a series of articles aimed to inspire readers to change simple day-to-day habits of conscious buying in the spirit of less waste. An eco-newsletter was also developed, with texts about possible solutions for preventing climate disaster.

GAZETA.PL RELEASES THE LAST EVER ISSUE OF TWÓJ WEEKEND (YOUR WEEKEND) TO CELEBRATE WOMEN

To celebrate International Women's Day Gazeta.pl, VMLY&R Poland and partners published the last issue of *Twój Weekend* magazine, celebrating special women. Closing down of Poland's longest-running adult magazine, that reduced women to sex objects for 27 years, was a symbolic protest to objectifying them. The last issue, instead of typical for this type of magazine photos and texts, featured materials about strength, wisdom and beauty. The familiar sections and columns were kept but filled perversely with reimagined content to give it new meaning. Interesting stories of men and women were presented in articles, interviews and commentaries. A special cover photo featured Ewa Kasprzyk, Orina Krajewska and Joanna Jędrzejczyk. The project gained international recognition in prestigious advertising industry competitions and enjoyed immense popularity.

OUR RESPONSIBILITY

CSR STRATEGY

We view our responsibility as our impact on the environment and contribution to the society. Since 2017 we have strategically developed our CSR profile by adopting responsibility directions. Our motto is Responsible Everyday. In 2019 the main axis of Agora Group's activities was formed by sustainable development and introduction of *Environmental Policy of Agora*, as well as a host of educational and communication activities. Therefore, we have expanded our motto to **Responsible Everyday. We Care About the Environment!** *Responsible Everyday. Strategic approach to responsibility (Codziennie odpowiedzialni. Strategiczne podejście do odpowiedzialności)* is a document that outlines the main directions adopted by Agora S.A. in the areas of corporate social responsibility and sustained development. Responsible growth, building lasting relations with the business environment and commitment to social and workplace diversity are the pillars of Agora's responsible management approach.

- **Growth rooted in responsibility**
 - We are committed to responsible growth and transparency.
 - Our employees can develop their competences and gain new experiences.
 - We initiate and join partnerships for social development and sustainable growth.
- **Building lasting relations**
 - We observe high ethical standards and are committed to fulfilling our obligations.
 - We are committed to earning the trust of our users, business partners and employees
 - We maintain dialogue with our stakeholders and build lasting relations with our environment.
- **We value diversity in the society and in the workplace**
 - Through our products and services in the mass media, entertainment and advertising we reach a wide range of diverse users.
 - The workplace we build promotes diversity and is founded on respect and openness.
 - Courage and innovation are the principles we uphold in our business and social activities.

Specific goals shall be updated annually in Responsibility Report of Agora Group. They are drawn directly from the directions indicated in the document and aspects related to the Group's commitment to pursuing UN Sustainable Development Goals.

GOALS AND EFFECTS

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS – 5P PRINCIPLE

5P PRINCIPLE (People, Planet, Prosperity, Peace, Partnership): is a new vision for growth based on the Sustainable Development Goals UN, presented in Agenda 2030, that focuses on 5 major transformation dimensions: **People, Planet, Prosperity, Peace, Partnership**.

- As a revision of the Sustainable Development Goals indicated in 2018 Report, in line with the 5P Principle, we indicate two **key CSR directions: People and Planet**. Agora Group shall continue delivering solutions towards **developing human capital, social capital and sustainable growth, in particular in environmental impact**.
- Our supplementary directions are: **Prosperity and Peace**. Agora Group supports **economic growth rooted in innovation, in sustainable cities and societies free from inequality**. We are actively engaged in **building civil community and support institutions protecting the freedom of media and democracy**.
- Partnership** was indicated as a supplementary direction strengthening the activities in the directions listed above.

MAIN DIRECTIONS OF AGORA GROUP

**PEOPLE**

*We are determined to end poverty and hunger, in all their forms and dimensions, and to ensure that all human beings can fulfil their potential in dignity and equality and in a healthy environment.**

**PLANET**

*We are determined to protect the planet from degradation, including through sustainable consumption and production, sustainably managing its natural resources and taking urgent action on climate change, so that it can support the needs of the present and future generations.**



SUPPLEMENTARY DIRECTIONS AGORA GROUP

**PROSPERITY**

*We are determined to ensure that all human beings can enjoy prosperous and fulfilling lives and that economic, social and technological progress occurs in harmony with nature.**

**PEACE**

*We are determined to foster peaceful, just and inclusive societies which are free from fear and violence. There can be no sustainable development without peace and no peace without sustainable development.**

**PARTNERSHIP**

*We are determined to mobilize the means required to implement this Agenda through a revitalised Global Partnership for Sustainable Development, based on a spirit of strengthened global solidarity, focussed in particular on the needs of the poorest and most vulnerable and with the participation of all countries, all stakeholders and all people.**



*[Transforming our world: the 2030 Agenda for Sustainable Development](#)

Agora Group strives to achieve the objectives of Sustainable Development Goals (SDGs) in the areas relevant to our business operations. The main aspects of the implementation of the indicated objectives are described below.



UN SUSTAINABLE DEVELOPMENT GOALS (SDGs)

United Nations General Assembly adopted 17 Sustainable Development Goals. The goals will guide global development until 2030 shared by states, businesses and communities around the world.



GOAL 1. No poverty

- charity activities helping people in need ^[L]_[SEP]
- education of the society on the necessity to support people in need

GOAL 2. Zero hunger

- education towards rational consumption and preventing food wasting

GOAL 3. Good health and well-being

- improving the quality of life and health in the society through actions and initiatives
- promotion of healthy lifestyle

GOAL 4. Quality education

- activities for improving the quality of education
- supporting education providers, schools and teachers
- educational activities, including educational initiatives and campaigns

GOAL 5. Gender equality

- effective counteracting discrimination based on sex ^[L]_[SEP]
- strengthening the participation and role of women in decision-making at all levels ^[L]_[SEP]
- striving for equal treatment in all aspects of employment ^[L]_[SEP]
- activities supporting gender equality and equal treatment ^[L]_[SEP]
- initiatives strengthening the role of women in contemporary society ^[L]_[SEP]

GOAL 6. Clean water and sanitation

- monitoring the use of water
- rational use of resources
- education about water supply problem in Poland and promotion of tap water consumption

GOAL 7. Affordable and clean energy

- striving to maximise energy efficiency
- optimisation of electricity consumption through pro-eco activities and introduction of new solutions

GOAL 8. Decent work and economic growth

- ecological education focusing on energy efficiency
- development of competences Agora's employees
- ensuring stable employment ^[L]_[SEP]
- employee involvement
- human rights in the workplace ^[L]_[SEP]
- developing cooperation with entities that comply with the law and exercise due diligence in ^[L]_[SEP]complying with industry standard in social, educational and cultural activities ^[L]_[SEP]
- ensuring respect for rights and respecting human rights ^[L]_[SEP]
- developing and maintaining existing operations based on responsible business standards

GOAL 13. Climate action

- estimating the impact of activities on the climate ^[L]_[SEP]
- solutions and actions to minimize negative impact ^[L]_[SEP]
- education and reliable information about climate change

GOAL 14. Life below water

- education and reliable information about climate change, including endangered of ocean and sea ecosystems

**GOAL 15. Life on land**

- education and reliable information about climate change, including biodiversity

GOAL 16. Peace, justice and strong institutions

- effective system of ethics and compliance ensuring efficient counteracting all forms of abuse
- counteracting corruption and bribery and exercising due diligence in the context of cooperation with the environment
- reporting and monitoring of fraud and protection of whistleblowers
- strengthening institutions and organizations that contribute to social development and the growth of civic society

GOAL 17. Partnership for the goals

- partnership for growth, particularly development of education, culture, art, journalism and mass media and supporting gender equality

OUR GOALS FOR 2020

Agora Group adopted the following CSR goals. Detailed descriptions of the goals are provided in the respective sections of this report.

CSR goals of Agora Group in 2020

MANAGEMENT AND REPORTING	<ul style="list-style-type: none"> develop Responsibility Report of Agora Group 2019, based on GRI Standards continue dialogue with stakeholders strategic cooperation with a partner organization/institution for developing responsible business and sustainable growth in the organization
WORKPLACE	<ul style="list-style-type: none"> implement a comprehensive e-learning system for employees deploy a new system of benefits for employees in response to the expectations formulated by the employees
ENVIRONMENT	<ul style="list-style-type: none"> implement ecological solutions in energy effectiveness, including photovoltaic systems optimize energy consumption – replace air conditioning units in Agora building develop environmental and ecology projects in the media of Agora Group
ETHICS AND COMPLIANCE	<ul style="list-style-type: none"> develop activities under the compliance system in Agora S.A. and the main entities of Agora Group educate employees about <i>Agora Code of Ethics</i> and whistleblowing system implement and communicate <i>Policy of Accepting and Offering Gifts and Other Benefits in Agora S.A.</i>

OUR GOALS FOR 2019 AND THEIR ACHIEVEMENT

Targets for 2019 were presented in *Agora Group Responsibility Report 2018*. Achievement of the CSR goals is discussed in detail relevant parts of the Agora Group Report. Below is the summary:

Corporate social responsibility of Agora Group in 2019

AREA	GOALS	PROGRESS	CHAPTER
MANAGEMENT AND REPORTING	<ul style="list-style-type: none"> continue dialogue with the stakeholders deliver 2019 report in accordance with GRI standards 	achieved	→ CSR strategy
WORKPLACE	<ul style="list-style-type: none"> implement a strategy for HR of Agora S.A. continue activities to prevent discrimination and mobbing 	partially achieved <i>strategy in development</i>	→ Workplace
ENVIRONMENT	<ul style="list-style-type: none"> energy efficiency – reduce the consumption of electricity and volume of waste develop and implement an environmental policy for Agora educate employees of Agora in waste sorting and 	achieved	→ Environmental impact

	recycling		
ETHICS AND COMPLIANCE	<ul style="list-style-type: none"> implement a comprehensive compliance system in Agora Group continue ethics training and communications aimed at all employees of Agora Group implement <i>Policy of Accepting and Offering Gifts and Other Benefits in Agora S.A.</i> 	partially achieved <i>to be continued in 2020</i>	➔ Ethics and compliance

DIALOGUE WITH STAKEHOLDERS

Stakeholders of the Agora Group are all parties with interest in the company's operations that are in any way affected by them. In the process of mapping stakeholders, Agora identified key groups and optimal forms of engagement and dialogue for each group. Agora Group makes every effort to regularly reach out to all stakeholders through addressing queries, opinions, doubts, etc. Continued interaction allows the company to learn about the expectations of the stakeholders and builds lasting relations with the environment. A major challenge in the dialogue process is to ensure its continuity and develop formal instruments such as regular customer surveys.

The principles of dialogue adopted by the Agora Group are: cyclicity, directness and two-sidedness.

Forms of dialogue with stakeholders

Stakeholder groups	Forms of dialogue with stakeholders
<ul style="list-style-type: none"> Employees Collaborators Trainees, interns 	<ul style="list-style-type: none"> regular meetings with the Management Board (Q&A sessions, streamed on-line) employee survey (for example on reporting, code of ethics) training and sessions for employees (including Welcome to Agora) whistleblowing system intranet, internal e-mailing annual assessment process employee council, trade unions, employee representatives social media
<ul style="list-style-type: none"> Shareholders Capital market environment Warsaw Stock Exchange Brokerage houses 	<ul style="list-style-type: none"> current and periodic reports corporate website newsletters regular meetings and conferences for investors, Investor Day for analysts investor feedback – surveys among investors participation in external conferences, individual meetings contact channels – website, dedicated e-mail address, telephone number social media
<ul style="list-style-type: none"> Clients and users (readers, listeners, internet users) Business and institutional clients Business partners - suppliers 	<ul style="list-style-type: none"> contact information for comments and suggestions regular surveys among the users of Agora Group websites (Gazeta.pl, etc.) tests of new products and services meetings for clients and business partners (industry brunches) e-mail and telephone contact channels, including customer service line (BOK) 'contact a reporter' time slots (in the media) ^[1] _{SEP} social media
<ul style="list-style-type: none"> Competitors Business environment Industry media 	<ul style="list-style-type: none"> Membership of associations Industry meetings and projects involvement in external projects and initiatives participation in conferences and other events public consultations press releases newsletters statements, opinions, comments in the media corporate website social media

<ul style="list-style-type: none"> ▪ Public administration ▪ Regulators and law-makers 	<ul style="list-style-type: none"> • meetings for customers and business partners (industry brunches) • industry projects • involvement in external projects • participation in conferences and other events • public consultations
<ul style="list-style-type: none"> ▪ Civil society and local communities ▪ Non-governmental organizations 	<ul style="list-style-type: none"> • projects and initiatives conducted in partnerships • meetings and conferences • participation in external initiatives • activities of foundation • social media

SELECTED CSR ACHIEVEMENTS OF AGORA GROUP IN 2019.

- **March 2019.:** Record number of activities of Agora Group in [*Responsible Business in Poland. Good Practices 2018* report](#)
- **April 2019.:** Agora [wins](#) CSR Silver Leaf of *Polityka* [weekly](#)
- **May 2019.:** [Agora wins the title Transparent Company of 2018](#)
- **May 2019.:** 30th Anniversary of Agora
- **June 2019.:** Agora joins of *Dwie godziny dla rodziny* (Two Hours for the Family) campaign for the second time
- **August 2019.:** [Agora Group presents their environmental impact in an interactive report *Agora Group Responsibility Report 2018*](#)
- **October 2019.:** [School with Class wins 30x30 ranking of the best CSR projects of the last 30 years](#)

GOOD PRACTICE

AGORA GROUP RESPONSIBILITY REPORT

87 GRI indicators and **65** good practices presented in 2018 report.

Responsible everyday: diversity, relations, growth – is the motto of the interactive report of Agora Group describing our strategic approach to corporate responsibility. The report includes information on age and gender diversity of the employees of Agora Group, our engagement in community projects of our clients and business partners and about our commitment to protecting the environment.

The new report of Agora Group focuses in particular on the achievement of UN Sustainable Development Goals (SDGs) and the pillars of the group's CSR strategy: diversity, relations and growth. The report covers areas: workplace, human rights, ethics and compliance, responsibility towards clients and suppliers, social and environmental impact as well as corporate governance and business model.

- Section *Our Responsibility* covers Agora's approach to responsibility, goals and results of the strategy implementation, map of stakeholders and principles of dialogue therewith and management of non-financial risks.
- *Diversity* offers information on employment structure, professional development opportunities and employee training as well as health and safety in the workplace
- Additionally, along with projects promoting health, culture and fitness among the employees, the section describes activities to support healthy work-life balance and prevention of discrimination and mobbing in the workplace.
- *Relations* presents the ethics system introduced in 2018 as well as Agora Code of Ethics and the principles of whistleblowers protection. The section also covers the values chain and the principles of building relationships with clients, suppliers and contractors.
- *Growth* summarizes the company's good practices in community engagement and public benefit (including education, culture and charity),and environmental indicators.

The report is available in Polish and English on dedicated website raportCSR.agora.pl. To present the impact of Agora Group on the environment in an optimally clear and straightforward manner, the interactive offers infographics, descriptions of 65 good practices, as well as over 50 tables and listings with information and data. Over 120 figures highlight key results and effectiveness indices.

The report also lists references to 87 GRI (Global Reporting Initiative) indicators listed in an interactive table..

On raportCSR.agora.pl all visitors can fill a questionnaire and provide feedback on the current report as well as expectations towards future reports.

GOOD PRACTICE**AGORA WINS CSR SILVER LEAF OF *POLITYKA* WEEKLY**

Agora received the second Silver Leaf for commitment to social responsibility and was included in the list of *Polityka* developed with Deloitte and Responsible Business Forum. Agora received CSR Silver Leaf for catering to all key elements of social responsibility ISO 26000 standard in their everyday operations. Winners of the eight set of CSR Leaves were announced at a special gala held on 16 April 2019.

Agora won Silver CSR Leaf for implementing all key management categories of ISO 26000 standard (including: organizational governance, ethics, human rights, labour practices, environmental impact management, fair operating practices and consumer issues, as well as community involvement and development). In 2018 Agora received CSR White Leaf.

GOOD PRACTICE**SCHOOL WITH CLASS (SZKOŁA Z KLASĄ) IN 30×30 RANKING – CSR PROJECTS OF THE 30 YEARS**

School with Class is a campaign conducted jointly by Centre for Citizenship Education and *Gazeta Wyborcza* in 2002-2005 was listed among national CSR projects of the highest value for the community in the past 30 years. The list of local and national projects was announced at a conference *Spółeczne wyzwania biznesu po 30 latach gospodarki wolnorynkowej w Polsce* (Social Challenges to Business after 30 Years of Free Market Economy in Poland), held on 10 October 2019 at Ministry of Investment and Economic Development.

School with Class was launched in 2002 by *Gazeta Wyborcza* and Centre for Citizenship Education. The campaign was addressed to primary and secondary schools, was designed to promote civic and interactive teaching standards and attracted participation from thousands of schools countrywide. School with Class is based on six smart-school principals, for creating a school welcoming to students, teachers and parents. Challenges were developed corresponding to each principle and schools participating in the programme were tasked with achieving one challenge for each principle. For unlocking all achievements, the school received the title of School with Class.

The campaign was recognized in the *30×30 Ranking* of national CSR projects of the highest value for the community in the last 30 years (Ranking 30×30 – CSR projects of the last 30 years).

In the 30×30 Ranking - CSR projects of the 30 years – 30 national and local projects were selected, representing various categories. In total, 60 social projects conducted by business that had the highest impact on the society over the last 30 years. The projects were selected by a group of CSR experts. The project is organized by THINKTANK, and coordinated by Responsible Business Forum.

The ranking is available on [website](#).

OUR ACHIEVEMENTS

over **70** awards for Agora S.A.

Awards for projects, brands and companies of Agora S.A.

- Agora with the title Transparent Company of the Year
- Agora awarded for the best IR service and online communications leader
- Plotek.pl win Effie Awards 2019

AWARDS FOR GAZETA WYBORCZA

- Gazeta Wyborcza tops the ranking of Poland's strongest brands Top Brand 2019
- Gazeta Wyborcza awarded for supporting the sector of modern services
- Europe Talks, project co-organized by Gazeta Wyborcza wins the Jean Monnet Prize 2019
- special mentions for *Gazeta Wyborcza* in the ranking of advertising brokers of Media&Marketing Polska

RESPONSIBLE BUSINESS AWARDS

- Agora wins CSR Silver Leaf of *Polityka*
- School with Class in 30x30 Ranking – CSR projects of the last 30 Years

Awards received by journalists and photographers of Agora

Grzegorz Sroczyński wins Bolesław Prus award for his work to date
 Patryk Ogorzałek from *Gazeta Wyborcza Rzeszów* recognized for his work
 Paweł Wilkiewicz from *Sport.pl* receives DEMES 2018 statue
 Sławomir Kamiński awarded for photo of the year in Grand Press Photo 2019
 Michał Olszewski from *Gazeta Wyborcza Kraków* among the winners of Małopolskie Journalist Awards
 Agnieszka Burton wins Maciej Płażyński Award
 Marcin Pietraszewski from *Gazeta Wyborcza Katowice* wins Silesia Press 2019
 Ewa Wołkanowska-Kołodziej awarded for a series of texts in *Gazeta Wyborcza*
 Małgorzata Bujara and Bożena Aksamit of *Gazeta Wyborcza* winners of *Obywatel Dziennikarz* (Citizen Journalist)
 Adam Michnik awarded by University of Ostrava
 Bartosz Józefiak wins third place in *Uzależnienia XXI wieku* (21st Century Addictions) contest
 Adam Wajrak receives Andrzej Wajda Award
 Adam Wajrak wins Polish PEN Club award
 Ewa Podolska and Anna Gmiterek - Zabłocka named Medical Journalists of 2019

Awards for books and records published by Wydawnictwo Agora

- *Jacek* wins Historical Prize of *Polityka* 2019
- Author of *Nela i Artur. Koncert intymny Rubinsteinów* (Nela and Artur. receives *Gryfia* 2018 Literary Award
- *Gotuję z Lewiatanem* book wins special mention of Pearl Impact Awards 2019
- Magdalena Grochowska wins Warsaw Literary Premiere for *W czasach szaleństwa*
- Anne Applebaum receives the state order from President of Ukraine
- Grand Press 2019 - winner Bożena Aksamit for her reportage about priest Jankowski
- *Kieślowski. Zbliżenie* – a book published by Wydawnictwo Agora nominated the best book by *Newsweek Polska*
- Platinum record for Młynarski-Masecki Jazz Camerata Varsoviensis for *Fogg - pieśniarz Warszawy*
- Błażej Król wins *Polityka Passport* 2019
- *Władcy Polski. Historia na nowo opowiedziana* nominated the best historical book of 2019
- book by Blanka Lipińska tops Empik Bestseller 2019 list in Fiction category

5 nominations for Wydawnictwo Agora (Agora's Publishing House) to Bestsellers of Empik 2019

Blanka Lipińska, whose book *Kolejne 365 dni* was published by Wydawnictwo Agora (Agora's Publishing House), was among the winners Empik Bestseller 2019.

Five other titles published or distributed by Wydawnictwo Agora (Agora's Publishing House) found their way to the list of nominations to the Empik Bestseller 2019 list along with the winning book by Blanka Lipińska: Audiobook *Becoming. My Story* by - Michelle Obama, soundtrack from *Ikar. Legenda Mietka Kosza* composed by Leszek Możdżer,

Nieumiarkowania - record of Błażej Król, in Discovery of 2019 category, and films inspired by books published by Agora: *Kamerdyner* (The Butler) dir. Filip Bajor, in Drama category, and *The Coldest Game* dir. Piotr Głuchowski, Łukasz Kościński and Marcel Sawicki in Discovery of 2019.

Other prestigious awards received by Wydawnictwo Agora (Agora's Publishing House) for their 2019 releases include *Polityka* Historical Prize 2019 for *Jacek* - biography of Jacek Kuroń by Anna Bikont and Helena Łuczywo; *Polityka* Passport for Błażej Król for the record *Nieumiarkowana* and Teresa Torańska Award of *Newsweek Poland* in for the biography *Kieślowski. Zbliżenie* by Katarzyna Surmiak-Domańska

30 awards for *The Last Twój Weekend* campaign

The last issue of *Twój Weekend* wins Grand Prix in category Glass, Titanium Lion and three bronze statuettes Cannes Lions festival

- The Last Twój Weekend wins Grand Prix Gerety Awards
- WAN-IFRA for the last issue of Twój Weekend
- The last Twój Weekend wins Golden Drum 2019
- The last Twój Weekend awarded at London International Awards Festival
- KTR prizes for the project The Last Twój Weekend
- Golden Drum 2019 Portorož: Grand Prix Print 2 silvers: Content i Social Good
- London International Awards: Native Advertising and Business-to-Consumer, Finaalist at Direct Marketing-Consumer
- D&AD Impact: Graphite Pencil in Campaign / Equality and Diversity
- Epica Awards: Gold Public Interest - Gender Equity

And: 2 Silver MIRAZYRAZY Awards and 1 brown MIRAZYRAZY Awards; 1 Athena Ad Awards; 1 Silver Jay Chiat; 1 Adweek's 2019 Media Plan of the Year; 2 WPPed Cream Awards; 2 M&M Global Awards

**NAJWIĘCEJ NAGRÓD
W HISTORII POLSKIEJ REKLAMY**

- pierwsze polskie **Grand Prix** festiwalu reklamowego w **Cannes** w kategorii **Glass: The Lion for Change**
- pierwszy polski **Titanium Lion** w **Cannes**
- **3 Brązowe Lwy** w **Cannes** w kategoriach Print&Publishing, Media, Brand Experience
- **Grand Prix** konkursu **Golden Drum** w Portorož w kategorii Print
- **2 srebra** w kategoriach Content i Social Good konkursu **Golden Drum** w Portorož
- **Złoto** w kategorii Redesigned Products w konkursie **Print Innovation Awards WAN-IFRA** w Berlinie
- **Grafitowy Ołówek** (Graphite Pencil) na **D&AD Impact** w kategorii Campaign / Equality and Diversity
- **Grand Prix** w konkursie **Gerety Awards** w kategorii Media Cut
- Dwa złota, jedno srebro i trzy brązowe Mieczy na konkursie **KTR**
- **Złoto** w **Epica Awards** w kategorii Public Interest - Gender Equity
- ciąg dalszy nastąpi...



WORKPLACE

Our team is our main capital. Agora strives to provide our employees with attractive working conditions. Management Board of Agora takes measures to ensure work environment open to diversity and governed by the principles of equal treatment, protection of human rights and mutual respect and cooperation.

KEY AREAS OF SOCIAL IMPACT OF AGORA GROUP IN THE ASPECT OF WORKPLACE, BASED ON SDGs:



- provide employees with opportunities for sustained competence growth
- provide employees with stable employment
- encourage employee involvement in community, educational and cultural activities
- ensure human rights are respected in the workplace

All workplace and human rights indicators were calculated for total employees on standard employment contract, excluding employees on unpaid, rehabilitation and parental leave, self-employed and temporary agency workers.

Total employee and collaborators (individuals employed or collaborating with Agora Group in 2019) include also managerial contracts and individuals appointed by resolution, on contract of commission, contract of mandate, self-employed and temporary agency workers.

OUR EMPLOYEES

2019 individuals were working on permanent employment contract or cooperated with Agora S.A. in 2019.

In 2019 Agora employed 2019 staff, 242 less than in 2018. In Agora S.A. such collaborators are mostly journalists, columnists and authors of other materials published by Agora.

1884 individuals employed on a permanent employment contract in Agora S.A. in 2019

In 2019 Agora Group had 2 626 permanent employment contract employees, fewer by 213 than in 2018.

Employment structure 2019

AGORA S.A.	Women	Men	Total	Women	Men	Total
	2019			2018		
Employees and contractors, including:	1024	860	1884	1083	1024	2 107
Contract of employment	854	654	1508	904	801	1 705
Collaborators on contract of mandate or commission	167	202	369	172	210	382
Managerial contract and appointed by resolution	3	4	7	7	13	20
Self-employed contractors (b2b)*			135			154
TOTAL			2019			2 261

* No gender data. Source: Human Resources, Agora

EMPLOYMENT STRUCTURE

The share of men and women in total number of employees of Agora Group and its entities is similar, with minor deviations. Diversity in Agora Group manifests also visible in the age structure that roughly reflects the age structure of Polish population. Changes in employment structure between 2018 and 2019 were minimal.

Employment in Agora Group and its largest entities by age and gender

		2019	2018
Women	< 30 y.o.	14.2%	15.9%
	30-50 y.o.	68.5%	68.6%
	>50 y.o.	17.3%	15.5%
	Total	56.6%	53.0%
Men	< 30 y.o.	11.9%	11.4%
	30-50 y.o.	69.1%	72.7%
	>50 y.o.	19.0%	16.0%
	Total	43.4%	47.0%
Total	< 30 y.o.	13.2%	13.8%
	30-50 y.o.	68.8%	70.5%

>50 y.o.

18.0%

15.7%

Source: Human Resources, Agora.

Employment structure by gender and region is similar to general structure of Agora's workforce. The differences in some regions are caused by the fact that the numbers of employers are small (under 10 people). The highest number, over 70 percent of all employees of Agora Group, are employed in Mazowieckie region. Large groups are also based in Śląskie, Kujawsko-Pomorskie and Pomorskie.

Employment in Agora Group by gender and region

AGORA	Women	Men	Women	Men
Region	2019	2018	2019	2018
Dolnośląskie	61.8%	38.2%	69.2%	30.8%
Kujawsko - Pomorskie	58.5%	41.5%	59.3%	40.7%
Lubelskie	42.9%	57.1%	0.0%	100.0%
Lubuskie	33.3%	66.7%	45.5%	54.5%
Łódzkie	50.0%	50.0%	52.9%	47.1%
Małopolskie	54.1%	45.9%	52.8%	47.2%
Mazowieckie	58.0%	42.0%	56.7%	43.3%
Opolskie	57.1%	42.9%	57.1%	42.9%
Podkarpackie	66.7%	33.3%	66.7%	33.3%
Podlaskie	50.0%	50.0%	50.0%	50.0%
Pomorskie	56.3%	43.7%	53.1%	46.9%
Śląskie	48.4%	51.6%	48.6%	51.4%
Świętokrzyskie	22.2%	77.8%	38.5%	61.5%
Warmińsko - Mazurskie	33.3%	66.7%	28.6%	71.4%
Wielkopolskie	55.6%	44.4%	22.3%	77.7%
Zachodniopomorskie	50.0%	50.0%	62.5%	37.5%

Source: Human Resources, Agora.

A vast majority of the employees have permanent contracts and work full time.

Part-time employment is twice more frequent among women and is caused by balancing professional and family duties.

Employment structure by type of contract, employment model, and gender

AGORA	Women		Men		Total	
	2019	2018	2019	2018	2019	2018
Trial	1.3%	1.5%	1.4%	0.6%	1.3%	1.1%
Fixed term	7.6%	7.7%	2.6%	4.5%	5.4%	6.2%
Permanent	89.9%	89.7%	95.4%	94.4%	92.3%	91.9%
Substitute	1.2%	1.0%	0.6%	0.5%	1.0%	0.8%
Full time	95.7%	95.8%	96.6%	96.9%	96.1%	96.3%
Part time	4.3%	4.2%	3.4%	3.1%	3.9%	3.7%

Source: Human Resources, Agora.

CHANGES IN EMPLOYMENT. EMPLOYEE TURNOVER

The relatively high employee churn in the under 30 group is related largely to the attitudes popular in this demographic: mobility, higher tendency to change jobs, desire to gain new experiences and challenges in different organizations.

21.8% turnover among contract of employment employees of Agora Group

High turnover was caused by the restructuring in the Print segment and closing down two of Agora's three printing plants. Layoffs were carried out between 25 March and 23 April 2019 and affected 47 employees of Agora's print business, which represented 15% of all employees in Print segment of Agora Group (56% of all employees in this area, including 89% of the employees of Agora S.A. plant in Piła and 88% in agora Agora Poligrafia Sp. z o.o. in Tychy, as of 1 March 2019).

New employees and employee turnover by age and gender

			AGORA S.A.	
Gender		Age	Share of new employees	Share of leaving employees
2019	Women	< 30 y.o.	27.3%	29.8%
		30-50 y.o.	9.6%	15.6%
		>50 y.o.	0.7%	8.1%
	Men	< 30 y.o.	30.8%	28.2%
		30-50 y.o.	5.1%	31.2%
		>50 y.o.	0.8%	21.0%
Total		9.2%	21.8%	
2018	Women	< 30 y.o.	31.3%	27.1%
		30-50 y.o.	9.5%	14.4%
		>50 y.o.	4.3%	5.7%
	Men	< 30 y.o.	29.7%	18.7%
		30-50 y.o.	7.6%	15.8%
		>50 y.o.	3.1%	18.8%
Total		10.9%	15.8%	

Source: Human Resources, Agora Group.

DOWNSIZING IN THE PRINT SEGMENT OF AGORA GROUP

On 5 March 2019 Agora announced the launch of optimization scheme of its print business. The decision to restructure the business, including the collective redundancies, was caused by continued decline in the revenue from the sales of coldset printing, the dominant technology in Agora Group's Print Segment. This trend is predominantly due to the drop in circulation of printed press, whose publishers are the largest group of clients of the Agora's coldset printing plants. Services commissioned by clients from other market segments, including those executed in the heatset technology, represent a significantly lower share in the Group's income from printing activity; due to infrastructural constraints, they never have been able to offset the dwindling revenues from coldset printing services. Management Board of Agora resolved to initiate the consultation on group layoffs with the trade unions as well as council of employees of Agora and Agora Poligrafia, and notified relevant employment offices about the intention to deploy group layoffs in Agora S.A. and Agora Poligrafia Sp. z o.o.

Layoffs were carried out between 25 March and 23 April 2019 and affected 47 employees of Agora's print business, which represented 15% of all employees in Print segment of Agora Group (56% of all employees in this area, including 89% of the employees of Agora S.A. plant in Piła and 88% in agora Agora Poligrafia Sp. z o.o. in Tychy, as of 1 March 2019).

The same terms were provided to the employees of Tychy and Piła printing plants after 30 June 2019. The employees were also offered protective schemes including assistance in job search and re-training.

In accordance with legal requirements, Agora passed all relevant information, including the downsizing agreement, to the District Employment Office. The process was conducted with due care for the employees' needs and included protective and support measures

WORK-LIFE BALANCE

BENEFITS FOR EMPLOYEES

Employees of Agora Group in the Joint Social Fund have access to a number of benefits:



- benefit platform and partial refund of gym memberships,
- additional services for employees in difficult circumstances,
- partial refund of sports events (including participation in running events),
- home loans.

91% of Agora Group employees used MyBenefit platform in 2019

The employees have access to MyBenefit platform regularly receive credits they can exchange for various services. The number of points received by an employee depends on their material situation. Under this programme, the employees have access to a broad range of services: discounts on cinema, concert, theatre tickets, admission to cultural, sports and other events, as well as access to sport and recreational services, services and summer camps for their children, visits to SPA resorts or special offers in shops as well as MultiSport Card.

MyBenefit System

	2019	2018	YOY
% of Agora Group employees who use MyBenefit *	92%	91%	

not included data for: Helios, Foodio Concept, Step Inside, AMS, Adpol and GoldenLine. Source: Human Resources, Agora Group.

SUPPORT TO PARENTS

Agora offers the following forms of support to employees with families:

- parental benefit,
- co-funding of school supplies,
- co-funding of 'green schools' and summer/winter camps,
- co-funding day-care or babysitting.

It is equally important to provide the employees with the possibility to return to work after parental leave. Agora monitors the return and retention rates after parental leave.

86.0% of Agora S.A. employees returned to work after parental leave

Return to work and retention after parental leave

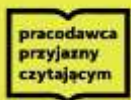
AGORA S.A.	Women	Men	Total	Women	Men	Total
	2019			2018		
Employees who went on parental leave	61	21	82	66	41	107
Employees who returned to work after parental leave	46	21	67	53	39	92
Employees who returned to work after parental leave and remained in employment for 12 after return	52	4	56	50	36	86
Share of returns after parental leave	75.4%	100.0%	81.7%	80.3%	95.1%	86.0%

Source: Human Resources, Agora.

PROMOTION OF CULTURE

Employees of Agora S.A. have also access to a number of discounts on the products of Agora Group:

- 70 per cent discount on digital subscription of *Gazeta Wyborcza*
- 75 per cent discount on access to Premium podcasts of TOK FM Radio
- 15 per cent discount on purchases on *Kulturalnysklep.pl*
- 25per cent discount on purchases on *io.pl*
- 10 per cent discount on purchases in *Gazeta Cafe*
- reduced price on tickets to *Helios* cinemas across Poland – also for +1
- special prices on tickets to selected concerts and music events produced by Agora

**GOOD PRACTICE****AGORA PRACODAWCA PRZYJAZNYM CZYTAJĄCYM (READER-FRIENDLY EMPLOYER)**

Agora actively promotes readership in the society at large as well as among its employees. Agora Group was among the first to join *CzytajPL* campaign and was awarded a title of Reader-Friendly Employer.

GOOD PRACTICE**FREE E-BOOKS FOR SUMMER VACATION AND HOLIDAYS**

2544 e-book downloads by the employees of Agora Group in *Darmowe e-booki* (Free e-books) campaign in 2019

Employees of Agora Group could download free e-books from Publio.pl twice in 2019 before summer vacation and Christmas. This way Agora continues to promote readership among their employee.

Free e-books Campaign in 2018 in Agora Group

	2019	2018
number of <i>Free e-books</i> downloads	2 544	3 156

Source: Human Resources, Agora Group.

GOOD PRACTICE**PRZECZYTANA? WYMIENIĆ SIĘ! (FINISHED READING? PASS IT ON!)**

250 books donated to hospital common rooms and single mother shelters, Bread of Life Community of Sister Małgorzata Chmielewska, St. Dominic Fair and to the penitentiary in Uherce Mineralne



The book-swapping project emerged from spontaneous book-swapping events. Agora Group employees based in Czerska 8/10 office in Warsaw can bring their own books or take some from a shelf installed in the office.

Every three months some of the books are donated to single mother shelters, Bread of Life Community of Sister Małgorzata Chmielewska, St. Dominic Fair and to the penitentiary in Uherce Mineralne.

GOOD PRACTICE**CHODŹ DO TEATRU (COME, WATCH A PLAY)**

165 times Agora employees were offered special price theatre tickets in 2019

48 performances were offered in *Chodź do teatru* (Come, watch a play) project

Since 2018 the employees of Agora have been offered special admission prices to selected theatres: Teatr Kwadrat, Teatr Ateneum, Och Teatr, Teatr Polonia, Teatr Ochoty in Warsaw and Teatr Polski in Wrocław. The selection of plays in the catalogue is changed every month.

FLEXIBLE HOURS AND TELEWORKING

In agreement with their supervisors, the employees of the Agora Group companies may choose to work remotely or in a flexible hours schedule. Among the facilities of Agora Group's main office at Czerska 8/10 in Warsaw are a canteen serving breakfasts, lunches and dinners, Gazeta Cafe, fitness facilities with a swimming pool and a sauna in the basement of the building. There are parking spaces for cars and bicycles.

**GOOD PRACTICE****DWIE GODZINY DLA RODZINY (TWO HOURS FOR THE FAMILY)**

Every year around International Children's Day (in 2018 it was 1 June, in 2019 - 31 May) Agora joins *Two Hours for the Family* project, when every employee can use the special opportunity to leave work two hours earlier and spend the time with their family.

MORE PAID LEAVE INCENTIVE

69% increase in the number of employees of Agora and its entities who used their paid leave in full in 2019

From 2019 employees of Agora and its entities who plan and use up all their vacation days by the end of the year are entitled to two additional days of paid leave - 24 and 31 December. The project brought about a 69-percent growth in the number of employees who used up all their days of paid leave.

CHILDCARE PROJECT FOR THE TIME OF 2019 TEACHERS STRIKE



As a provision for the planned nationwide teachers strike and temporary closing of schools, employees of Agora Group in Warsaw were offered a special programme for their children. During the protest, for two weeks children were looked after in Agora's Czerska headquarters (at no charge), or in FunPark Digiloo (partially paid by Agora). Children took part in chemistry experiments, art workshops as well as games and competitions while remaining in the care of professional leisure time animators.

SPORTS EVENTS FOR EMPLOYEES

Agora promotes healthy lifestyle through a special running fund, aiming to support an increasing number of runners. Each employee is entitled to a specified amount per year, to be spent on running events – marathons, half-marathons or other non-standard running and skiing endurance events.

The employees are also invited to enter competitions organized by Agora:



skiing
Jajo Agory (Agora Egg)



sailing
Agora Cup



football
Agora Mundial



tennis
Agora Open

Running fund

	2019	2018
Number of Agora SA employees who received refunds from Agora's running fund	12	28

Source: Human Resources, Agora Group.

HEALTH AND SAFETY

Workplace health and safety is very important to Agora Group. We take measures beyond ensuring compliance with legal and formal obligations. We strive to prevent workplace accidents and work-related diseases by regularly organizing internal training for employees – periodically repeated health and safety training as well as fire prevention and first aid instruction sessions.

QUALITY MANAGEMENT SYSTEM IN AGORA PRINTING PLANTS

On 24 July 2018 Print Segment of Agora S.A. and Agora Poligrafia Sp. z o.o. introduced Quality Management System based on ISO 9001:2015 standard. The new system replaced its earlier version based on ISO 9001:2008 standard. The main goal of the new management system introduced on 24 July 2018 is: continue quality improvement through meeting the requirements and expectations of clients, while maintaining profitability increase and financial security of Agora.

Due to closing down the operations of Tychy and Piła printing plants in June 2019, goals in Print segment were redefined. The main goal was to ensure continuity in the production of Agora's newspapers and magazines after closing down the two plants.

It was also decided that the Warsaw printing plant would not pursue Quality Management System certification.

MONITORING OF ACCIDENT RATE

Agora regularly monitors threats and accident rates. Registers of accidents are kept by Agora's entities and the group as a whole, following a specified protocol of registering and submitting information about accidents in the workplace and on the way to or from work. Health and safety training is provided to the employees in accordance with relevant regulations. The training programme covers: reporting accidents in the workplace, key conclusions and recommendations from earlier incidents, and post-specific occupational risk levels. Managers are updated regularly on procedural health and safety requirements and are in touch with the company's Health and Safety Officer.

Accidents and sickness absenteeism by gender

AGORA S.A.	Women	Men	Total	Women	Men	Total
Number of accidents in the workplace	2019			2018		
minor	0	0	0	0	7	7
serious	1	1	2	0	0	0
fatalities	0	0	0	0	0	0
Accidents rate	1.2	1.5	1.3	0	8.7	4.1
Sickness absenteeism	13.3	6.7	10.5	13.7	6.2	10.2

Source: Human Resources, Agora Group.

Accident at work rate: number of people injured in workplace accidents by total number of employees as of the end of reporting period, multiplied by 1000. **Sickness absenteeism:** total days of sick absence divided by total employment as of the end of financial year (source: Accidents Statistics, GUS Z-KW).

Registers of accidents are kept by Agora's entities and the group as a whole, following a specified protocol of registering and submitting information about accidents in the workplace and on the way to or from work.

GOOD PRACTICE

FIRST AID TRAINING

82 employees attended first aid training workshops

In November 2019 a series of first aid workshops was organized for Agora employees. The course, composed of theoretical and practical sessions, was open to the employees from Warsaw and other locations. The instructors were certified paramedics.



The programme covered: making a victim secure, first aid kit, handling victims with injuries, basic resuscitation, operating AED defibrillator. All attendees who completed the course received certificates. 82 individuals from Warsaw, Łódź, Poznań, Gdańsk and Katowice participated in seven one-day workshops.

45 employees attended the course in 2018.

GOOD PRACTICE

ZDROWIE NA ETACIE (HEALTHY EMPLOYEE)



As an employer Agora strives to help our employees to maintain a healthy work-life balance and a healthy lifestyle. To this end, new solutions are introduced in the company's head office.

In February 2019 Agora joined forces with Benefit System to organize a series of workshops, workouts and consultations *Zdrowie na etacie*. The aim of the project was to show employees how to maintain a healthy lifestyle consciously and reasonably. The event was open to the public and free of charge. Additionally, the lectures were made available to the employees in other locations through live broadcasts. Day one started from a brief presentation about workplace ergonomics. Personal coaches showed the employees correct working position in their worksite. Participants could also attend a self-massage workshop and "Ten Crucial Workout Tips" presentation. Day two offered advice from diet experts, body composition testing and individual healthy diet consultation sessions. Participants could also attend a lecture about MIND diet and receive self-massage training again.

TRAINING AND DEVELOPMENT

Agora's training policy is founded on the premise that people are a key priority for the organization. Training is a source of knowledge and skills, allows for an effective implementation of changes and perfecting processes.

IN-HOUSE TRAINING

208 employees attended in-house training sessions that spanned 25.5 training days in total in 2019

Agora's employee training programmes delivered in 2019 fall under four categories:

- managerial (*Manager's Toolset, Coaching Management Style,*)

- introductory (*Welcome to Agora, Navigator*)
- personal skills enhancement *Effective Communication for Journalists* (Komunikacja w pracy Redaktora), *Providing Feedback* (Udzielanie informacji zwrotnej)
- moderated workshops

Employees of all Agora Group entities were eligible to enter the programmes.

In-house training

	2019	2018
managerial		
personal skills enhancement	94	152 participants
introductory	114	113 participants
Total	208 participants 25.5 training days	265 participants 33 training days

Source: Human Resources, Agora Group. Data for GoldenLine not included.

WELCOME TO AGORA

114 employees received *Welcome to Agora* orientation training in 2019

On their first day in the new job, each new employee of Agora S.A. is invited to an all-day orientation workshop. Welcome to Agora programme provides them with the most important information about the company, health and safety regulations, data protection and computer usage rules as well as social responsibility aspects important to Agora. The training also covers prevention of discrimination and mobbing in the workplace, customer service code and other internal regulations. New employees also receive a comprehensive CSR and ethics information kit.

IN-HOUSE COACHING

12 employees received in-house coaching in Agora in 2019

For two years Agora Group has offered its managers in-house coaching as a career development tool. The sessions are delivered by in-house instructors from Agora's HR department, ICC coaches (International Coaching Community). In 2019 twelve employees received in-house coaching (32 sessions) that included processes continued from 2018 into 2019 (nine coaching programmes were delivered in 2018).

TRAINING IN GAZETA.PL

In 2018 Gazeta.pl continued to offer knowledge and career development training to its employees.

149 employees of the Internet segment attended over **149,528** hours of training in total

Total figure includes preventing mobbing and discrimination, first aid and training and conferences listed below.

62 employees of Gazeta.pl attended **16** IT training and conference events

GOOD PRACTICE

GAZETA WYBORCZA SCHOOL OF EDITORS



23 participants of School of Reporters in 2019

The second year of *Gazeta Wyborcza* School of Reporters opened in 2019. The programme consists of 10 three-day sessions spanning over 12 months. Participants hone their journalistic skills under the supervision of experienced reporters of *Gazeta Wyborcza*, authors of books and screenplays and new media experts. The idea behind the project is to help young journalists develop their skills and prepare them to the challenges of modern journalism.

Instruction is delivered in the form of workshops and lectures, e.g. working on a specific text representing various genres, styles and formats. Teachers are mostly experienced journalists and editors of *Gazeta Wyborcza*, including Roman Imielski, Piotr Stasiński, Marcin Kącki, Aleksandra Sobczak, Teresa Kruszona, Paweł Wroński, Vadim Makarenko, Ariadna Machowska, Piotr Głuchowski, Krzysztof Varga, Aleksandra Klich-Siewiorek, Jakub Sawa, Paweł Wroński and Paweł Goźliński. The project is coordinated by Daniela Werbeniec and

participants and the 2019/2020 class consists of 23 employees of all units of *Wyborcza*, including local offices, *Wysokie Obcasy* and BiQdata, culture and promotion departments.

Gazeta Wyborcza School of Reporters was launched in 2018. The school was designed to foster the growth of competences in young journalists through contacts with outstanding specialists, not only reporters of *Gazeta Wyborcza*, and to prepare them to face the journalistic challenges in the world of today.

GOOD PRACTICE

AMAZING STORIES – CONTEST FOR THE JOURNALISTS OF GAZETA WYBORCZA

6 awards in Amazing Stories (Wielkie opowieści) contest for the journalists of Gazeta Wyborcza

Wielkie opowieści is a competition for an original journalistic project, announced in mid-2018 and closed in early 2019. The competition was opened to all journalists of *Gazeta Wyborcza*. Of several hundred entries, organizers chose six best ideas and each author received funds for the execution of their project and a sabbatical to complete it. Awarded texts were published in instalments in *Gazeta Wyborcza* and on *Wyborcza.pl* from January 2019.

Winners of 2018/2019 competition:

- **Agnieszka Urazińska and Tomek Stańczak - Homeless Children – (*Dzieci bezdomne*)**
[Homeless Children. Often more driven to escape than their mothers](#)
[Homeless Children. I'm ashamed I don't have a home](#)
[Homeless Children. I wake up and the home is still here](#)
- **Adam Zadworny - Bricha - The story of Benjamin Perman (*Bricha: historia Beniamina Permana*)**
[The Grand Escape of Benjamin Perman. Part One: Holy Grail of Szczecin Secret Police](#)
[The Grand Escape of Benjamin Perman Part Two: *Bricha* and smuggling pass through Szczecin](#)
[The Grand Escape of Benjamin Perman Part Three: They are going to kill me here](#)
- **Ada Petriczko - Missing Women in India (*Brakujące kobiety w Indiach*)**
 Vandana Shiva: [Economic growth? Not so long ago we had children, trees, animals and experience growing – not money](#)
 Arundhati Roy: [I love this land, landscape, music, but the country? I am either too modern or too old-fashioned to believe this idea](#)

NEW MAILING SYSTEM COMMUNICATION

30 Did you know ... messages published in 2019

In 2019 a new mailing system was introduced by Agora and some of its subsidiaries. IT developed a number of rollout support measures, including meetings, workshops, webinars and newsletters. A series of *Did you know ...* messages was also developed, with important information and tips for the employees to familiarize them with the tools they use in their day-to-day work. Every week new interesting subjects are covered in e-mails and messages on the company IT site.

Additionally, EspressoIT was launched, with IT specialists on standby ready to provide *ad hoc* assistance and advice on how the system works and on the use of applications and tools.

APPRAISAL INTERVIEWS

Career development / appraisal interviews conducted in most of Agora Group companies include elements such as: goals and tasks achievement, employee's strengths and areas for improvement, manager's expectations and employee's needs as well as recognition of the employee's contribution and plans for the future.

The company has developed a set of rules for the employees and managers, organized into the following internal documents: Career Development Interview Guidelines, Career Development Interview Sheet, Appeal Procedure for Objectives and Tasks Appraisal. The documents were developed to identify the objectives of career development interviews, provide procedure guidelines and determine an appeal procedure available to employees.

Appraisal interviews are offered to all employees on a permanent contract or on a term contract (excluding the first trial period contract and individuals employed for less than three months).

1,884 employees of Agora S.A. in 2019

1,220 employees of Agora S.A. received appraisal talks in 2019

87.6% of total employees of Agora S.A. received appraisal talks in 2019

Increasing the participation of senior and middle management in the appraisal process remains a challenge to Agora.

Employees receiving appraisal talks in Agora S.A.

AGORA	Women	Men	Total	Women	Men	Total
	2019			2018		
Total share of employees who receive appraisal talks	89.6%	85.4%	87.6%	88.7%	88.6%	88.7%
low-level employees	87.14%	81.7%	84.7%	88.8%	89.5%	89.1%
managers and senior managers	99.4%	97.7%	98.6%	89.2%	87.8%	88.5%
Total number of employees who received appraisal talks	728	492	1220	802	562	1 364
low-level employees	560	361	921	621	411	1 032
managers and senior managers	168	131	299	181	151	332

Source: Human Resources, Agora Group, not including data for GoldenLine and Helios SA where such appraisal talks are not conducted.

GOOD PRACTICE

BROADER COMMUNICATIONS TO EMPLOYEES ABOUT THE STRATEGY OF GAZETA.PL

In 2018 Manager Standards were developed in Internet segment of Agora. In 2019 Agora developed instruments for strengthening the implementation of a strategy of Gazeta.pl. These included Objectives and Key Results. Through systematization and regular OKR verification, quarterly communication of strategic goals was strengthened and the employee display greater understanding. It also allowed for efficient implementation of multi-team collaboration projects and measuring progress. The next step was establishing a working group to develop a new model of communications and meetings. Key goals of the process are improvement of information flow in teams, transparency and increasing employee engagement and identification with the brand.

EMPLOYEE ENGAGEMENT

For a number of years Agora Group has initiated and joined numerous educational, social and cultural projects, also for internal use. The idea behind these initiatives, addressed to Agora employees, is to create a welcoming workplace and build in the employees' sense of agency in creating and modifying their environment.

GOOD PRACTICE

AGORA POMYSŁÓW (AGORA OF IDEAS)

10 employee projects in *Agora of Ideas* in 2019

Agora of Ideas is a project delivered by Human Resources department of Agora and invites the employees to submit initiatives for in-house implementation.

The following initiatives have been implemented to date:

- Spring clothes swap plus donating clothes to charities: Żolibóż Association *Dom Rodzina Człowiek* and *Chlebem i Solą* Foundation
- First aid training conducted by certified paramedics
- Two-week programme for children related to teachers strike



GOOD PRACTICE

ODDAJ STANIK DO RE(CYC)LINGU (DONATE YOUR BRA FOR RECYCLING)

145 bras donated for charity

Oddaj stanik do re(cyc)lingu project was a part of *Dotykam = Wygrywam* campaign promoting breast self-examination. Initiated by Gazeta.pl, it was open to all employees and collaborators of Agora Group. For each used, unneeded bra participants were offered a 20 zł coupon for the purchase of a new Panache bra. 145 bras were collected and the funds raised from their recycling were passed to charity campaigns supporting Polish Amazons Association (Polskie Amazonki Ruch Społeczny) and *Wsparcie na Starcie* Foundation. Additionally, www.dotykamwygrywam.pl campaign leaflets and posters promoted prophylactics and breast self-examination.

GOOD PRACTICE

SHOE COLLECTION FOR THE HOMELESS *PRZYNIEŚ BUTY DLA BEZDOMNEGO***5.5 thousand** pairs of shoes collected in the project *Your shoes for the homeless*

Winter is a particularly difficult time to homeless people. Agora encouraged people to look through their and join winter and autumn shoe collection. The project was organized by WoshWosh, and Agora joined it for the first time.

Over the two weeks of the campaign over 5.5 thousand pairs of shoes for the homeless were collected, which only proves how important and valuable the project was as well as the promotion of zero waste. Cleaned and repaired, the shoes were offered to people in need around Poland with the help of The Friends' Wardrobe of Community of Sant'Egidio, Anicent Kopaliński Capuccin Foundation, Brother Albert Aid Society and Camilian Mission.

GOOD PRACTICE

NIE NOSISZ? WYMIENIĆ SIĘ! CLOTHES SWAP IN AGORA

Twice a year (Spring and Autumn *Nie nosisz? Wymień się* clothes swap id held in which employees and collaborators of Agora can look through one another's wardrobes and swap the clothes they do not use. They can also support charities such as Żoliborz Association *Dom Rodzina Człowiek* and Bread of Life Community.

REMUNERATION

Agora Group has a number of motivation programmes in place, such as monetary schemes, sales-based plans, motivation schemes for Management Board Members, etc. In 2019 payroll and employee benefits grew by 2.3%, mainly in Film and Books segments, due to the growing number of cinemas and restaurants. This category of costs was also higher in Outdoor Advertising and Radio and lower in Press and Internet businesses. This category of costs was also impacted by the restructuring reserve from the reduction in printing services.

182.0 million zł total payroll and employee benefits in 2019Payroll and employee benefits in Agora S.A.

	2019 [PLN]	2018 [PLN]	YOY
Total payroll and employee benefits	182.0 million	193.4 million	↓5.9%

Source: Financial Statements of Agora S.A. according to IFRS 2019

Women and men pay against average pay in Agora S.A.

Agora S.A.	Women	Men	Women	Men
	2019		2018	
managers and senior managers	93.6%	107.1%	94.4%	106.3%
Other employees	92.9%	109.8%	94.1%	106.7%

Source: Human Resources, Agora Group.

Average pay in Agora Group as percentage of minimum pay in 2019, by gender

	Women	Men
Agora Group	236%	265%

Source: minimum pay in 2019 was 2250 zł. Human Resources, Agora.

INTERNAL REGULATIONS

Agora Group has the following employment regulations in place:

- Employee code

Employee Code is an internal, legally secure document in force in all Agora Group entities, regulating the organization and order of labour processes and relevant rights and obligations of the employer and employees. The rules apply to all employees, regardless of their position, type of contract or employment category.

- **Terms and Conditions of Forming a Joint Social Fund. Joint Social Fund**

Terms and Conditions of Forming a Joint Social Fund determines the key principles of forming and managing such a fund, as well as eligibility terms for receiving payments from the fund. It is an internal document in force in all Agora Group entities that meet the criteria for forming such funds: Agora, Agora TC, Agora Poligrafia, Doradztwo Mediowe, Grupa Radiowa Agory, Inforadio, NEXT FILM, Domiporta, Yieldbird, Optimizers have signed an agreement establishing Joint Social Fund.

- **Agora's Employee Remuneration Policy**

Employee Remuneration Policy (with annexes) regulates the terms of remuneration of all employees of Agora, regardless of the type of contract and position. It also specifies regulations relevant to certain specific positions. Employee Remuneration Policy is a separate, internal, legally secure document in force in all Agora Group entities.

- **Remuneration Policy for Agora Group's Key Managers [link](#)**

The purpose of the policy is to ensure attractive terms of employment to attract and retain qualified employees of key importance to the execution of the company's strategy and achievement of long-term growth.

Agora ensures that the terms we offer are relevant to the situation on the market and in the organization and competitive.

- **Diversity Policy of Agora Group [link](#)**

The goal of Agora Group is to build a governance structure that guarantees that all employees support one another in their daily responsibilities. Activities promoting diversity within the organisation help to build a diverse yet efficient team. The diversity management policy at Agora Group is based on overcoming barriers such as age, gender and health status and is rooted in the belief that the professional potential of our employees is based on their competences.

- **Policy for Preventing Workplace Discrimination and Mobbing in Agora S.A.**

Agora was among Poland's first companies to develop their own policy for preventing workplace discrimination and harassment. Its first version entered into force as early as in 2003. In 2018 the document was revised. The idea behind adopting an internal anti-discrimination and anti-mobbing policy in Agora S.A. is to prevent workplace discrimination and mobbing, and to educate employees in the matter. Other entities of Agora Group are obliged to adopt similar solutions.

- **Agreement on Teleworking Terms and Conditions in Agora S.A.**

Agreement on teleworking terms and conditions in Agora SA is an internal document signed in 2016 in Warsaw. It is an internal document and specifies the terms of teleworking employment. The remaining entities of Agora Group have their own internal teleworking regulations, e.g. in. in their labour code and other relevant codes in force.

DIVERSITY

One of the key values of Agora, declared in Agora Charter is respect for human rights, interpreted broadly, as providing employees with responsible place of work and decent work, as well as preventing any form of discrimination or mobbing, as well as ensuring equal treatment of all employees.

KEY AREAS OF SOCIAL IMPACT OF AGORA GROUP IN THE ASPECT OF HUMAN RIGHTS, BASED ON SDGs:



- effective prevention of gender-based discrimination
- increasing the participation and role of women in decision making on all levels
- striving for equal treatment of genders in all aspects of employment
- developing the competences of Agora employees
- providing secure employment
- encouraging employee engagement in community, educational and cultural activities
- effectively prevention of discrimination and introduction of equal treatment policies in all aspects of employment, regardless of: gender, age, disability, health, race, nationality, ethnicity, religion, faith, atheism, political convictions, trade union affiliations, psycho-sexual orientation, sexual identity, family status, employment type, scope and contract, other types of cooperation and other aspects that might be ground for discrimination.

PREVENTING WORKPLACE DISCRIMINATION

Agora S.A. adopted *Policy for Preventing Workplace Discrimination and Mobbing* (Policy) to better serve the goal of creating a welcoming workplace that promoting diversity.

Key elements of the Policy are:

- The function of Anti-discrimination and Anti-mobbing Officer was established. The duties of the officer are performed by Director of Human Resources. The officer is responsible for measures for preventing workplace discrimination and mobbing, including awareness-raising and educational activities. Every employee or collaborator of Agora can contact Anti-discrimination and Anti-mobbing Officer to ask questions, consult issues or report cases of misconducts;
- Expanded choice of channels for submitting questions or reporting on misconduct was expanded. Along with Agora Code of Ethics, an anonymous, confidential and safe channel was introduced - Ethics Line is operated by a specialized external organization;
- Emphasis on the responsibility of management was emphasized, tasked with monitoring and responding to situations and behaviours that bear the signs of discrimination or mobbing;
- Examples of misconduct were added to the policy that might represent discrimination or mobbing, plus a report on misconduct template.

In 2019 Policy was updated in line with newly introduced changes to Labour Code.

INFORMATION AND EDUCATION CAMPAIGN

In 2019 anti-discrimination and anti-mobbing activities focused on subsidiaries Agora S.A. that adopted the Policy for Preventing Workplace Discrimination and Mobbing. As part of this process, presentations were delivered to the executive teams of each entity.

ANTI-DISCRIMINATION AND ANTI-MOBGING TRAINING

88 participants of anti-mobbing and anti-discrimination training

In 2019 a series of anti-discrimination and anti-mobbing training sessions was delivered for the employees of Agora Group entities.

88 employees were trained, including 81 senior managers and seven specialists (four one-day sessions).

Rules of anti-discrimination and anti-mobbing in the workplace are also presented as a part of *Welcome to Agora* orientation training for new employees.

WORKPLACE DISCRIMINATION AND MOBBING GRIEVANCE MECHANISMS

7 number of cases reported and processed in 2019

Under Policy for Preventing Workplace Discrimination and Mobbing and Agora Code of Ethics, introduced in 2018, the company opened new channels and possibilities for submitting queries and doubts or reporting misconduct by the employees or collaborators.

The following channels and forms of reporting cases related to workplace discrimination and mobbing are currently available in Agora:

- internal – confidential:
 - contacting the in-house Anti-discrimination and Anti-mobbing Officer (e-mail)
 - contacting the in-house Compliance Officer (e-mail, phonecall or personal contact)
- external – confidential and anonymous
 - contacting an external Ethics Line (online platform, e-mail, telephone available between 7:00 and 18:00)

The whistleblowing procedure stresses that every report is confidential and whistleblowers are offered special protection. Additionally, every case is processed and the response is provided as quickly as possible. In special cases the processing might last 30 or more days.

Five cases were reported and processed in 2018, including: three superior-employee cases, two employee-employee cases.

SURVEY AMONG EMPLOYEES

In 2019 Agora took a number of steps to promote the Policy for Preventing Workplace Discrimination and Mobbing. To sum up and evaluate these activities, in September 2019 Human Resources conducted a survey among the employees of Agora. Below is a summary of the survey *Evaluation of Policy for Preventing Workplace Discrimination and Mobbing in Agora*:

133 employees took part in the survey:

69 percent are women

31 percent are men

77 percent are specialists

23 percent are senior managers

The survey explored the question which steps increased the awareness of relevant issues among Agora employees:

- What do the employees know about the principles of the Policy?
- How do they feel about them?
- Do they find the Policy effective?
- What else should be done?

Key findings:

97 percent of the respondents are aware of *Agora Code of Ethics*

68 percent of the respondents are aware of the existence of Anti-discrimination and Anti-mobbing Officer

63 percent admitted that adopting Policy for Preventing Workplace Discrimination and Mobbing increased employees' awareness in the area

53 percent of the respondents are aware of the existence of Compliance Officer

52 percent of the respondents are aware of Ethics Line

DIVERSITY IN THE WORKPLACE

Diversity and openness are values integral to Agora Group's business operations as well as employment policy. Employees of Agora Group come from different backgrounds and cultures, exhibit various skills and talents, represent diverse thinking styles and viewpoints and have different life and professional experience. We strive to build a diverse yet efficient team of individuals working together.

By signing Diversity Charter, Agora undertook an obligation to:

- create a pro-diversity workplace atmosphere and organizational culture,
- introduce internal institutional solutions to develop equal treatment policies,

- develop and implement anti-discrimination and diversity management in the workplace policies,
- introduce anti-discrimination and anti-mobbing monitoring measures and a system of education about preventing discrimination and mobbing,
- open dialogue with employees on the adopted diversity management policy,
- issue annual reports on diversity measures and their results,
- promote and educate about diversity management in Poland.

Agora fulfils these obligations on various levels. Their results are discussed in Agora's non-financial report.

GOOD PRACTICE

AGORA SIGNED DIVERSITY CHARTER

On 8 March 2017 Agora Group signed Diversity Charter as Poland's first media corporation, thus joining other European employers who recognize the importance of diversity in the workplace.

By signing the charter, we obliged ourselves to implement, promote and disseminate diversity management and equal treatment policies among all stakeholders of Agora.



EQUAL TREATMENT

The composition of governance bodies and breakdown of employees by employee category and gender indicate a roughly equal share of genders both in senior as well as junior positions. In terms of age, the employees of Agora Group reflect the structure of Polish society.

52.1 percent share of women in middle and senior management positions in Agora S.A.

58 percent share of women other positions in Agora S.A.

Employee breakdown by category and gender

AGORA S.A.	Women	Men	Women	Men
	2019		2018	
Senior and middle management	52.1%	47.9%	52.5%	47.5%
Other employees	58.0%	42.0%	53.2%	46.8%

Source: Human Resources, Agora Group.

Employee breakdown by category, age and gender

Agora S.A.	Women		Men		Total	
Senior and middle management	2019	2018	2019	2018	2019	2018
< 30 y.o.	6.5%	8.9%	1.8%	4.1%	4.2%	4.9%
30-50 y.o.	76.2%	77.0%	71.2%	75.1%	73.8%	79.4%
>50 y.o.	17.3%	14.1%	27.1%	20.7%	22.0%	15.6%
Other employees	2019	2018	2019	2018	2019	2018
< 30 y.o.	16.3%	18.1%	15.5%	13.7%	16.0%	16.0%
30-50 y.o.	66.4%	66.0%	68.4%	71.9%	67.2%	68.7%
>50 y.o.	17.3%	15.9%	16.1%	14.5%	16.8%	15.2%

Source: Human Resources, Agora.

Education levels attest to high competences of Agora Group personnel. Women are on average better educated than men, which is indicated by the share of female employees with higher education on all levels of the organization.

76.1% of all employees of Agora Group have higher education

Employee breakdown by category, education and gender

Agora S.A.	Women		Men		Total	
Senior and middle management	2019	2018	2019	2018	2019	2018
Primary education	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Secondary education	23.2%	22.1%	24.7%	25.9%	23.9%	23.9%
Higher education	76.8%	77.9%	75.3%	74.1%	76.1%	76.1%
Other employees	2019	2018	2019	2018	2019	2018
Primary education	0.0%	0.0%	0.6%	0.5%	0.3%	0.2%
Secondary education	25.9%	27.9%	37.6%	44.2%	30.7%	35.6%
Higher education	74.1%	72.1%	61.8%	55.3%	69.0%	64.2%

Source: Human Resources, Agora.

Agora Group strives to encourage the employment of people with disabilities. The company has been actively promoting activation of people with disabilities.

1.0 percent of the employees of Agora S.A. are individuals with disabilities

Share of employees with disabilities

Gender	2019			2018		
	Women	Men	Total	Women	Men	Total
Agora S.A.	0.8%	1.2%	1.0%	0.9%	1.1%	1.0%

Source: Human Resources, Agora.

The main office of Agora Group is located in Poland and Poland is the group's primary market. The majority of the employees of the Agora Group are Polish citizens.

Share of foreign employees in total employees of Agora Group

Gender	2019			2018		
	Women	Men	Total	Women	Men	Total
Agora S.A.	0.4%	0.2%	0.3%	0.2%	0.1%	0.2%

Source: Human Resources, Agora.

EMPLOYEE REPRESENTATION, FREEDOM OF ASSOCIATION

The following employee representation bodies operate in the Agora Group: Employee Council, trade union and Employee Representative. All three are invited to join consultations in key employee matters.

Employee Council operates under the Act on Informing and Consulting Employees and an agreement with the Management Board. Council Members are elected through popular vote for a four-year term. Employee Council represents the interests of the employees and acts as an intermediary between them and the Management Board, operating as an advisory and consulting body. Employee Council is active at: Agora, Agora Poligrafia and Grupa Radiowa Agory. Information about Employee Council can be found in the Intranet.

Joint Trade Union Organization of *Solidarność* Trade Union in Agora S.A. and Inforadio Sp. z o.o. (Organizacja Międzyzakładowa – OM) has been active at: Agora, Inforadio, Agora Poligrafia, AMS, Doradztwo Mediowe, Grupa Radiowa Agory since 12 December 2011. In December it expanded into GoldenLine Sp. z o.o., and in January 2019 into Tandem Media Sp. z o.o. Under the Polish law, management boards of companies with employees represented by active trade unions are obliged to conduct consultations or negotiate the matters specified in the regulations with their trade unions. The remaining entities of Agora Group have Employee Representatives – mandated by the law. No collective bargaining agreements are in force at Agora Group.

HUMAN RIGHTS

The aspect of human rights in Agora Group is the most present in labour laws and relations. The organization also upholds human rights in our relations with partners and collaborators. No risks were diagnosed in the operations of Agora Group in terms of child labour, forced labour or other breaches of human rights. Agora Group remains alert to potential risks in this area, following UN Guiding Principles for Business and Human Rights.

GOOD PRACTICE

DIVERSITY WEEK IN THE MEDIA OF AGORA

Agora approaches diversity as an important feature of any society, also a special element of a workplace. In our activities, Agora is committed to fostering the culture of openness and equality, to ensure welcoming working environment.

To support Pride Parade *Gazeta Wyborcza* increased the frequency of LGBT+ newsletter, from every Wednesday, to daily from Wednesday, 5 June, to Saturday, 9 June 2019. The newsletter covered topics related to various sexual minorities – materials about the society, culture and politics.

Wyborcza.pl published special content related to Pride Parade, including live footage from the parade and picnic held on 8 June 2019 and interviews with organizers of the march.

Gazeta.pl streamed live written updates from Warsaw Pride Parade. On the day also the logo on the home side of the portal was changed to celebrate the event.

GOOD PRACTICE

GAZETA WYBORCZA SUPPORTS LGBT+ COMMUNITY

On 27 July 2019 *Gazeta Wyborcza* returned to the historical credo 'There is no freedom without solidarity' as a way to express editorial support for social groups discriminated in Poland. In connection with this change, the editorial staff prepared articles, videos and promotional activities, including a poster with the new slogan of the daily, and encourages its readers to be active in the public sphere.

"There is no freedom without solidarity" appeared for the first time as the credo of *Gazeta Wyborcza* in the newspaper's masthead in 1989. At that time, it expressed a desire to build a new state based on democracy and community. The return to the credo symbolizes solidarity with social and professional groups excluded in Polish society - people with disabilities, teachers, the LGBT+ community, doctors, nurses and judges.

The team of *Gazeta Wyborcza* issued a joint statement:

"There is no freedom without solidarity" is a legacy of responsibility. The world as we knew it - stable, safe, predictable - will fall apart, if we close ourselves in selfishness, if we are busy with our own immediate interest, if we only buy and consume. Then we will open the gates for populists and political charlatans (...). So we return to the beginning: "There is no freedom without solidarity".

The statement of the editorial team of *Gazeta Wyborcza* was found at Wyborcza.pl and was e-mailed to all subscribers of Wyborcza.pl's newsletter and all subscribers of Wyborcza.pl digital services.

To support the change of credo, the team of *Gazeta Wyborcza* prepared special editorial and promotional activities.

The 27 July 2019 issue of GW included a poster with the new slogan and legal information for people who take part in equality marches and a guide on how to deal with homophobic remarks. The pages of the enlarged edition of the newspaper will feature a photo reportage on non-heteronormative people, a report on the perception of the LGBT+ community by Poles and a calendar of equality marches.

The poster was distributed during the manifestation in the Polish capital, "Warsaw against violence: Solidarity with Białystok" (July 27, from 14.00 in Defilad Square) and also during the march against violence, held on 28 July 2019.

Additionally, all Friday weekly local magazines of *Gazeta Wyborcza* issued on 26 July 2019 included articles presenting the situation of LGBT+ community, announcements and reports on solidarity demonstrations, as well as interviews with experts. To express solidarity with people attacked in Białystok, the mastheads of the weekly magazines featured a rainbow. A similar graphic also appeared in the logo of the Wyborcza.pl website.

Wyborcza.pl also published special video materials, including a survey in which journalists and reporters of *Wyborcza* say what solidarity means to them. It also produced a spot presenting the most important activities of Poles manifesting their solidarity with excluded people: LGBT+, people with disabilities, women or and court officers.

Reporters of Wyborcza.pl kept readers up to date with weekend events supporting the LGBT + community happening throughout the country. All articles on this subject were made available free of charge, outside the paywall.

Gazeta Wyborcza also encouraged its readers to express their opinions on current events in Poland, especially in connection with the events from Białystok, and to share their stories of solidarity. Such texts could e-mailed to: listy@wyborcza.pl. All those who want to be kept informed about the situation of, for example, the LGBT + community or issues related to the climate crisis were invited to subscribe to Wyborcza.pl newsletters at Wyborcza.pl/newsletter.

GOOD PRACTICE**GAZETA.PL RELEASES THE LAST ISSUE OF *TWÓJ WEEKEND* (YOUR WEEKEND) TO CELEBRATE WOMEN****48** pages in the last issue of *Twój weekend*

In December 2018 *Twój Weekend*, Poland's longest-running adult magazine, was put up for sale on Allegro auction site. Gazeta.pl and VMLY&R Poland and partners (MasterCard, Bank BNP Paribas, Wavemaker, Papaya Films) bought it and prepared its last issue to spark a discussion about gender image, partnership relations, gender equality and how it can be enforced in everyday life.

On International Women's Day, Gazeta.pl teamed up with VMLY&R Poland and partners to issue a special *Twój Weekend*, dedicated to unique women. Closing of Poland's longest-running adult title that reduced women to sex objects for 27 years, is a symbolic protest against objectification of women. The last issue, instead of typical for this type of magazine photos and texts, featured materials about strength, wisdom and beauty. The familiar sections and columns were kept but filled perversely with reimagined content to give it new meaning. Interesting stories of men and women were presented in articles, interviews and commentaries. A special cover photo featured Ewa Kasprzyk, Orina Krajewska and Joanna Jędrzejczyk. The project gained international recognition in prestigious advertising industry competitions and enjoyed immense popularity.

48 pages of the magazine featured articles by Rikha Sharma Rani (*New York Times*), a therapist and psychologist Maria Rotkiel and Rafał and Tymek Bryndał, Miłosz Brzeziński, Rafał Madajczak.

With a circulation of 20 thousand copies, an internet issue was published on Twojweekend.pl. Profit from the sale of printed and electronic magazine was directed to supporting equality education in schools.

Initiators and originators of the project were: VMLY&R Poland and Gazeta.pl, and business partners were: MasterCard and Bank BNP Paribas, Wavemaker, Papaya Films (visual production of the content) and *Sukces Pisanyo Szminką* Foundation.

The project was accompanied by an advertising campaign, a new version of Twojweekend.pl, influencer and #ostatniTW campaign in the social media.

The last issue of *Your Weekend* is also one of the most widely awarded campaigns in the history of Polish marketing. It was Poland's first campaign to win the most prestigious advertising and communications award Cannes Lions, Grand Prix in the category Glass: The Lion for Change, Titanium Lion and bronze statuettes. Among other awards golden statue in the category Redesigned Products at WAN-IFRA Print Innovation Awards 2019, 6 KTR prizes and Grand Prix Gerety Awards, Grand Prix in the category Print and Silver Drums in categories Social Good and Content in the international Golden Drum competition.

The next step after purchasing *Your Weekend* was the launch of a project titled Eighth Day of the Month, spurred by the comments from the users of Gazeta.pl. On the eight day of each month the portal covers various discrimination-themed topics such as pay inequality, sex, interests and education. This way Gazeta.pl wants to people to cover the topics that truly engage readers.

<https://twojweekend.pl/>

<https://www.youtube.com/watch?v=IFQhGUVQ0Qw&>

<https://www.youtube.com/watch?v=VBoW8JSt0-8>

<http://kobieta.gazeta.pl/kobieta/0,107964.html?tag=%F3smy+dzie%F1+miesi%B1ca>

ETHICS AND COMPLIANCE

APPROACH TO MANAGEMENT

Agora Group is committed to observing the highest ethical standards, operating in accordance with the law, our internal regulations and external codes of conduct adopted by Agora S.A. as well as other entities of the group. Any activities that might be construed as compromising to the company and its public image are strictly forbidden. These include: corruption, offering or accepting bribes and other misconduct.

KEY AREAS OF SOCIAL IMPACT OF AGORA GROUP IN THE AREA OF ETHICS AND ANTI-CORRUPTION, BASED ON SDGs:



- developing cooperation with entities that comply with the law and exercise due diligence in complying with industry standards and human rights
- developing and maintaining its existing operations based on responsible business standards



- effective ethics and compliance systems for preventing any forms corruption and fraud
- prevention of corruption and bribery and due diligence in dealings with the business environment
- whistleblowing and monitoring systems, protection of whistleblowers

In 2018 Agora S.A. adopted a comprehensive system of ethics including Agora Code of Ethics, and implemented an internal whistleblowing protocol. As a part of these proceedings Agora conducted an ethics audit and introduced a confidential whistleblowing system and the function of Compliance Officer.

In 2019 a gap in the compliance system was identified, recommendations were developed and further steps were suggested and the process of building a comprehensive compliance system for Agora Group was continued.

GOALS IN 2019

In 2019 Agora adopted the following goals:

AREA	GOALS	PROGRESS	COMMENTS
ETHICS AND COMPLIANCE	<ul style="list-style-type: none"> Introduce a comprehensive compliance system in Agora Group 	In progress	Started developing compliance system, to be continued into 2020.
	<ul style="list-style-type: none"> Continue training and communications addressed to all employees of Agora Group 	In progress	Communications implemented. 2020 training scheme developed.
	<ul style="list-style-type: none"> Implement <i>Policy of Accepting and Offering Gifts and Other Benefits in Agora S.A.</i> 	Completed	Policy adopted in December 2019, outreach and training in January and February 2020.

GOALS FOR 2020

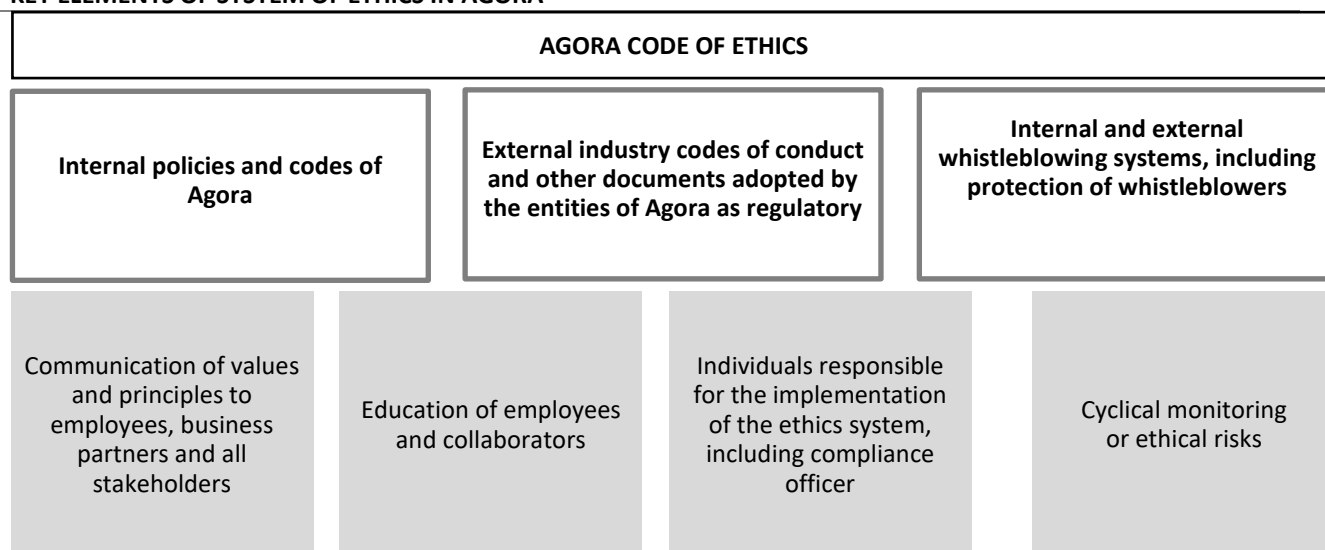
Agora adopted the following goals for 2020:

AREA	GOALS
ETHICS AND COMPLIANCE	<ul style="list-style-type: none"> Continue developing and introduction of Agora Group compliance system. Introduce Compliance Risks Charter as a key tool for managing compliance and establish compliance structures in Agora entities.
	<ul style="list-style-type: none"> Deliver e-learning ethics training addressed to all employees
	<ul style="list-style-type: none"> Communicate and educate employees about <i>Policy of Accepting and Offering Gifts and Other Benefits in Agora S.A.</i>

SYSTEM OF ETHICS IN AGORA

A comprehensive system of ethic was adopted by Agora S.A., comprising: Agora Code of Ethics, internal policies and regulations, external industry codes, Compliance Officer and a whistleblowing system. Communication and education of employees are two other elements crucial for maximum system effectiveness in this aspect.

KEY ELEMENTS OF SYSTEM OF ETHICS IN AGORA



AGORA CODE OF ETHICS.

Agora Code of Ethics is an internal document, addressed to all employees and collaborators of Agora. While the document sums up all previously adopted internal and external regulations in the areas of ethics and anti-corruption, its main role is to describe all principles and behaviours are encouraged and expected by Agora and those the company deems wrong or unacceptable.

A set of indications and values, it is a manifestation of a responsible and transparent approach in the following areas, each representing consecutive section of the document:

- **DIVERSITY IN THE WORKPLACE** – describes the main workplace principles: cooperation, equal treatment of all employees and collaborators as well as mutual respect;
- **FAIR EXTERNAL RELATIONS** – specifies what constitutes fair external relations and high ethical standards in dealing with clients, suppliers and contractors
- **RELATIONSHIPS TRANSPARENCY** – covers transparency in the workplace, including in relations with business partners, suppliers and contractors, as well as employment in Agora in the context of other professional and political activities;
- **COMPLIANCE AND ANTI-CORRUPTION** – indicates methods for preventing fraud and corruption in the company;
- **COMMITMENT TO THE REPUTATION OF AGORA** – outlines the principles of communication and presentation of information about the company and proper commitment to its reputation;
- **INFORMATION SECURITY** – outlines the handling of confidential information, trade secrets and personal data protection.

Agora Code of Ethics applies to all: employees, collaborators, executives of Agora S.A., regardless of their function or positions

Agora Code of Ethics specifies all principles that should be observed by Agora's employees and collaborators in relations with all stakeholders; compiles key documents with detailed instructions for specific areas; describes the whistleblowing system, including the contact details of relevant individuals who can offer assistance in ethical matters as well as advice on who can help in determining whether an action is in line with the codes and values of the company, plus a glossary of key definitions.

Management Board of Agora S.A. issued a recommendation according to which all entities of Agora Group are advised to adopt Agora Code of Ethics.

WHISTLEBLOWING SYSTEM

As a part of the ethics system Agora introduced *Whistleblowing System Protocol in Agora S.A. and Whistleblowing Processing Protocol*. The documents specify that every report is approached as confidential and the whistleblower is provided special protection, as well as that every report is important and shall be processed, and addressed as quickly as possible. However, in especially sensitive cases the processing might last 30 or more days.

The system includes internal and external channels for submitting questions and reporting on the misconduct of employees or collaborators.

The following channels and forms of reporting cases related to workplace discrimination and mobbing are currently available in Agora:

- internal – confidential:
 - contacting the in-house anti-discrimination and anti-mobbing officer (e-mail)
 - contacting Agora's Compliance Officer (e-mail [etyka\[@\]agora.pl](mailto:etyka[@]agora.pl), phonecall or personal contact)
- external – confidential and anonymous
 - contacting an external Ethics Line (online platform, e-mail, telephone available between 7:00 and 18:00)

Any report, question or suggestion, submitted via the portal, e-mail or Ethics Line, reaches relevant experts who remain in contact with the whistleblower. The system ensures the whistleblower's anonymity and the correspondence is encoded and only the experts of Ethics Line can access it. The information can be passed to Agora's Compliance Officer upon the whistleblower's express permission. Ethics Line provides assistance to Agora in solving reported cases.

12 number of cases registered through Ethics Line in 2019

Including **9** suggestions and **3** cases of misconduct

5 cases reported through Ethics Line in 2018

Twelve cases were registered via the Ethics Line most were suggestions (nine) and three were reports of misconduct in 2019. Some were reports that required verification and checking as potential cases of corruption, others were questions to which relevant answers were provided. Simultaneously, each case was directed to Agora's Compliance Officer and Anti-Discrimination and Anti-Mobbing (5 reports). Reports relevant to workplace relations were described in the human rights and the workplace section of this report (five cases in 2019).

7 number of workplace relations cases reported and processed in 2019

CODE OF CONDUCT FOR SUPPLIERS AND CONTRACTORS OF AGORA

An important element of Agora's ethical system is *Code of Conduct for Suppliers and Contractors of Agora*, published on agora.pl, with key rules of cooperation for suppliers and contractors. Contractors of Agora have been obliged to read and observe the regulations listed in the document.

The document specifies codes in the following areas:

- responsible relations with stakeholders
- respecting human rights
- fair competition
- environmental impact and sustainable growth
- ethics and transparency standards in relations with suppliers, contractors and business environment
- compliance and anti-corruption

Code of Conduct for Suppliers and Contractors of Agora is available online: <https://www.agora.pl/odpowiedzialny-biznes#slide-etyka>

AGORA CODE OF ETHICS COMMUNICATIONS AND EDUCATION FOR THE EMPLOYEES

Communications about Agora Code of Ethics and ethics system are intended to promote the principles and values adopted by the organization among the employees, collaborators and contractors of Agora. Communications are carried through various channels and forms: e-mailing, posters displayed in the workplace, newsletters and a dedicated sections in company intranet, training and non-standard activities.

New employees are introduced to Agora Code of Ethics at Welcome to Agora orientation training, 114 new employees in 2019.

Agora Code of Ethics and Whistleblowing System were also the subject of meetings and workshops for managers during the strategic session as well as Council of Directors and other meetings and workshops of top level managers in the organization.

2020 plans include mandatory e-learning course covering also Agora Code of Ethics, addressed to all employees.

AGORA COMPLIANCE SYSTEM

In 2019 Agora started developing a compliance system.

One of the measures taken by Agora was analysis of gaps in the compliance system and develop recommendations for Agora Group Compliance System.

The project included regulatory compliance (compliance with the law) as well as compliance with self-imposed codes (good practices and industry standards). Analysis of key areas of operations was conducted for compliance risks, current procedures and internal regulations were reviewed to identify gaps, and therefore compare the system currently in place with legal requirements and good practices and to develop recommendations. The document was formulated by a multi-sectional compliance team (Legal Department, Compliance Officer, Corporate Communications, Management Board) and representatives of the entities of Agora Group.

In 2019 Agora began developing a compliance system for the entire Agora Group and indicated the following priorities: introduce *Policy of Accepting and Offering Gifts and Other Benefits in Agora S.A.*, controls / search protocol training, implement AML procedure, introduce compliance console and develop communication systems for compliance projects.

In 2020 Agora will continue developing its compliance system, including the following:

- Internal regulations (Agora Code of Ethics, Compliance Policy, internal procedures and manuals)
- Compliance Officer and Compliance Team
- Regular evaluation of non-compliance risk and updates of implemented compliance system
- Whistleblowing system for reporting and processing reports of corruption and misconduct
- Compliance Risks Charter, compliance monitoring in key areas of business operations
- Training and communications

PROCEDURES FOR PREVENTING MONEY LAUNDERING AND FINANCING TERRORISM

In 2019 Management Board of Agora S.A. adopted *Procedure for Preventing Money Laundering and Financing Terrorism*. The document determines rules and procedures for preventing money laundering and financing terrorism. This way Agora executes its obligations under the relevant laws. The procedures are observed by all participants of the activities involved in providing accounting services for clients. The procedures are mandatory and apply to relations with all clients. Every employee and collaborator is obliged to know the document. To this end Agora organized training and information meetings for our employees.

CORPORATE GOVERNANCE IN AGORA GROUP

Agora Group also developed a document that specifies corporate governance principles for Agora and limited liability entities that belong to Agora S.A. capital group (Agora holds directly or indirectly over 50 percent shares). *Corporate Governance Rules in Agora Group* were addressed to Management Board of Agora, Directors of business segments of Agora S.A. and Members of Management Board and Council, General Meeting of Shareholders of majority entities and lawyers of the capital group.

The purpose of the document was to present:

- Basic and selected aspects of the operations in Agora Group,
- Principles of handling potentially confidential information,
- Principles for the operations of Management Board, Supervisory Board and General Meeting of Shareholders,
- Competences, tasks and responsibilities of members and managing bodies,
- Templates for key corporate documents.

PREVENTING CORRUPTION AND FRAUD

Our priority is to conduct operations respecting the law and due diligence. We take every precaution to prevent situations that might lead to corruption, bribery or fraud. Agora Code of Ethics specifies regulations in this area.

Agora is in the process of developing Agora Group Compliance System. The system aims to introduce regulations aligned with the standards recommended for compliance systems in preventing corruption and protection of whistleblowers in WSA listed companies.

In 2019 one incident was reported in which one of former employees of Agora exceeded his competence and could gain access to personal information of his colleagues. The investigation that ensued included analysis of risks. All employees potentially threatened by the situation were invited to a meeting and preventive measures were deployed. No incidents of corruption or fraud were observed in Agora in 2018.

ADVERTISING AND JOURNALISM ETHICS

In the case of Agora Group, advertising ethics is related to our role as an advertiser as well as media publisher. This renders the issue particularly important for all our operations.

AGORA OBSERVES THE FOLLOWING EXTERNAL CODES OF CONDUCT

Agora Group adopted the following external codes of conduct:

- [Code of Good Practice for Press Publishers](#)
- [Code of Ethics in Advertising](#)

Self-imposed industry regulations are particularly important in Agora's core business, its media operations and responsibility in the advertising segment. Agora is committed to ensuring that the above codes and regulations are upheld to the stakeholders' satisfaction.

We make every effort to ensure that the advertisements we publish comply with the law (including a ban on advertising gambling, alcoholic and tobacco products) and principles of good conduct. Any advertisement, its form and content, should comply with relevant laws, rules of good conduct, programme line and / or the type of publication and with the codes observed by Agora as a publisher: Code of Ethics in Advertising and Code of Good Practice for Press Publishers.

Additionally, advertisements of higher risk or more sensitive products/industries are reviewed by Agora's Legal Department.

CODE OF ETHICS IN ADVERTISING

Agora has signed Code of Ethics in Advertising - a standard of marketing communication recognized universally across Poland. The Code is a set of principles that should be followed by entrepreneurs, including especially advertisers and other legal and natural persons as well as organizational units without legal personality conducting advertising. The code is based on universally adopted ethical principles and on good practices, in particular on business ethics standards and ethical norms in marketing communication recommended by The European Advertising Standards Alliance (EASA). <https://www.radareklamy.pl/kodeks-etyki-reklamy>

CODE OF GOOD PRACTICE FOR PRESS PUBLISHERS (PUBLISHERS' CODE)

The code was developed by the Polish Press Publishers Chamber (Izba Wydawców Prasy - IWP) as a set of internal standards for the purpose of self-regulating publishers allied in IWP as well as other publishers that would join the organization in the future. The main idea behind the document is to protect the interests of readers and publishers against unfair market practices that go against recognized good practice code. [Code of Good Practice for Press Publishers](#)

STANDARD ADS.TXT

In 2017, Agora was Poland's first publisher, through the Yielbird team, to introduce ads.txt standard. The ads.txt solution, developed by IAB Tech Lab, is the answer to two increasingly more widespread problems in programmatic advertising: domain spoofing and unfair resale of ad space in programmatic open auctions. The project is an example of the online publisher's responsibility as follows relevant recommendations of IAB. [More information](#)

JOURNALISTIC ETHICS

As a brand with a long journalistic tradition, Agora is committed to journalistic and media ethics. Freedom of speech, independence and reliability are important principles we uphold in our daily operations. Any content we develop is based in reliable and true communications. Reliable sources and transparency are crucial to Agora.

INTERNAL CODES OF ETHICS IN AGORA GROUP:

To supplement the industry code of values, Agora adopted self-imposed internal codes that focus mostly on journalism as a profession (Code of Journalistic Ethics and Code of Journalist) They are internal commandments for journalists and editors working in Agora's media.

Agora SA has also adopted *Principles for the selection of advertisements accepted for publication in Gazeta Wyborcza*, magazines: *Wysokie Obcasy extra*, *Książki. Magazyn do czytania* and in digital publications (applications) and internet services of Wyborcza.pl group. The document lists all binding laws and internal regulations of Agora SA relevant to the selection of advertisements published in our media. The document is further complemented by a list of procedures and rules applicable to specific aspects such as: ban on gambling advertising, election adverts, etc.

RELATIONS WITH CUSTOMERS, CLIENTS AND SUPPLIERS

Agora Group is committed to partnership relations with customers, suppliers, business partners, civic organizations, institutions and all stakeholders of Agora Group. We engage in dialogue, hear their opinions and respond to their needs.

KEY AREAS OF SOCIAL IMPACT OF AGORA GROUP IN RESPONSIBILITY TOWARDS CLIENTS AND SUPPLIERS, BASED ON SDGs



- building relations with entities that abide the law, uphold industry standards and respect human rights
- developing and maintaining operations along responsible business standards



- effective prevention of discrimination on any grounds and in all aspects of employment, on the ground of: sex, age, disability, health, race, nationality, ethnicity, religion, non-denominational belief, political conviction, trade union membership, psychosexual orientation, identity gender, family status, lifestyle, form, scope and basis of employment, other type of cooperation and other potential premises for discriminatory behaviour



- initiating and supporting projects and activities towards the achievement of goal 10
- providing top quality services, responding to the needs and expectations of clients
- building positive and lasting relations with clients
- fair treatment of our business partners and upholding the highest ethical standards and transparency in relations with them
- offering products and services that meet the needs of sensitive users

CLIENTS AND USERS OF AGORA GROUP SERVICES

Clients and users of our services are among the key stakeholders of Agora Group. This approach is expressed by the policies adopted by the entities of Agora, rules and self-imposed regulations as well as involvement in industry projects, also by introducing solutions and undertaking initiatives aimed increasing the accessibility, security and quality of our products.

16.2 million users of *Gazeta.pl* and *Wyborcza.pl*¹

9 million readers of *Gazeta Wyborcza* and *Wyborcza.pl* per month³

5.6 million visitors on home site of *Gazeta.pl* in December¹

300 thousand times readers accessed paid content of *Gazeta Wyborcza* and *Wyborcza.pl*⁴

¹ Total coverage of all services from the group *Wyborcza.pl* and *Gazeta.pl*, December 2019. Data: Gemius/PBI, RU 16322640, PV 52555214; elaboration Agora S.A.

² Source: consolidated financial statements according to IFRS for 2019

³ On the basis of Polish Readers Survey, following the surveys by PBC and Gemius PBI for Agora SA. Data for Jan.-Sep. 2019, total for *Gazeta Wyborcza* (CCS) and *wyborcza.pl*, *wyborcza.biz* and *wysokieobcasy.pl* (RU monthly)

⁴ Average total paid circulation (printed and digital) and average daily paid access to digital content in 4 2019.

RESPONSIBILITY TOWARDS CUSTOMERS AND CLIENTS

Agora S.A. adopted a number of documents regulating relations with customers / clients:

- Code of Best Practices in Customer Service
- Internal codes, general rules for publishing advertising
- Customer service procedures
- Complaint processing procedures

Another source of guidelines for relations business environment, including clients, customers and users is Agora Code of Ethics introduced in October 2018. The document lists principles relating to upholding high ethical standards, responsibility for products and services, their quality as well as transparent and clear terms of use and transparent marketing communication, etc..

TRANSPARENT RULES OF THE USE OF PRODUCTS AND SERVICES

We accept responsibility for the services and products we offer. Agora has transparent marketing communications and a set of rules regulating the use of our services, products and applications by the buyer/ user, including the purchase, return and complaints.

Channels of communication with customers in Agora services:

- Help for the subscribers of *Gazeta Wyborcza*: pomoc@wyborcza.pl
- Help Centre for the users of *Gazeta.pl*: pomoc@agora.pl
- Website <https://www.agora.pl/kontakt> provides contact details for specific companies and brands of Agora
- Helios cinema chain has Customer Communications Team: opinie@helios.pl

COMPLAINT PROCESSING SYSTEM IN AGORA S.A.

Complaint regulations, including complaint procedure and an obligation to process a complaint within 24 hours (applies to working days) are specified in: *Zasady ogólne zamieszczania reklam* and *ogłoszeń w wydawnictwach Agory S.A.* (General Rules for Publishing Advertising in Publications of Agora SA) and *Zasady ogólne zamieszczania reklam serwisach internetowych Agory S.A.* (General Rules for Publishing Advertising in Web Services of Agora SA) as well as in *Ogólne zasady zamieszczania reklam w portalu Gazeta.pl* (General Rules for Publishing Advertising in *Gazeta.pl*). Sales and customer service departments of Agora S.A. have protocols for handling complaints with attachments. Register of complaints is kept and used to deliver regular reports. Conclusions from the reports are analysed and serve to introduce improvements in products and services as well as in customer service system.

CODE OF GOOD PRACTICES IN CUSTOMER SERVICE

In communicating with business clients and customers, readers, users, listeners and viewers, Agora observes *Code of Best Practices in Customer Service* and internal codes and procedures, including a complaint handling protocol. The main standard of relations with the users of products and services is *Code of Good Practices in Services for Customers, Readers and Users*.

The main idea behind the code is to regulate contacts between the employees of Agora Group and customers, readers and users as well as standardize and optimize the mechanisms. Annexed to the document is a detailed specification of each rule, including guidelines for e-mail exchange, telephone communications and contacts through the social media.

BUILDING RELATIONS WITH CUSTOMERS

Agora is committed to building good relations with clients, users and readers. In 2019 we initiated a number of projects to cater to the needs of our clients and users.

ACCESS TO PRODUCTS AND SERVICES FOR DIVERSE GROUPS

Entities of Agora Group search for solutions for providing access to their products to the broadest population of potential consumers – particularly sensitive, disadvantaged and socially excluded groups. This is in line with the market trend of expanding the availability to top quality products and services.

Among the beneficiaries are people with disabilities and foreigners.

GOOD PRACTICE

PRYVIT – THE FIRST FREE NEWSPAPER FOR UKRAINIANS IN WROCLAW

6 thousand

circulation of *Pryvit*

Pryvit is the first newspaper addressed to Ukrainians living in Poland. It is a joint project of Wrocław *Gazeta Wyborcza* and Fundacja Ukraina. The idea behind *Pryvit Wrocław* is to help Ukrainians learn more about Wrocław, find out how to benefit from the projects and events organized there and see what brings Poles and Ukrainians closer. Free copies of *Pryvit Wrocław* are available in locations frequented by Ukrainians, the office of Ukraina Foundation, orthodox church, offices, schools and restaurants managed by Ukrainians List of locations offering copies *Pryvit*;: <http://wroclaw.wyborcza.pl>. The title is issued in six thousand copies.

CAUSE-RELATED MARKETING

Cause-related marketing involves inviting readers to support specific causes.

GOOD PRACTICE

DIGITAL SUBSCRIBERS OF GAZETA WYBORCZA SUPPORT SOCIAL CAUSES

In 2019 *Gazeta Wyborcza* invited the readers again to support a worthy cause by purchasing digital subscriptions of the daily. In 2019 total revenue from the campaign, 200 thousand zł, collected under *supportteachers* hashtag (#WspieramyNauczycieli) was donated to striking teachers, to form a special fund to offset the striking teachers' diminished salary. The daily also supported teachers throughout the strike by publishing special free issues of *Gazeta Wyborcza* for teachers, students and parents, and by media coverage of the protests and regular newsletters. On 26 April 2019 a special charity concert was organized in the head office of *Gazeta*. Total revenue from the sale of tickets to the concert of Waldemar Malicki and his group was donated to the teachers on strike.

SERVICE QUALITY AND SECURITY

Committed to the highest standards in online traffic and providing users with access to content and discussion forums created to cater for their genuine interests and needs, online services of Agora introduced anti-bot and anti-troll solutions.

GOOD PRACTICE

SERVICES OF AGORA WITH ABT SHIELD AND ANTI-BOT AND ANTI-TROLLING PROTECTION

In mid-2019 the teams of *Gazeta.pl* and *Wyborcza.pl* deployed ABT Shield on their sites. ABT Shield is an innovative solution developed by Edge NPD, an AI-based firewall, limiting the risks and negative impact of bots and trolls on readers' experience and efficiency of advertising campaigns.

Ever-increasing activity of fake users, bots and trolls or scanning and copying sites, copying content in real time, are threats that publishers face with increasing intensity. Deploying ABT Shield by the services of Agora addresses these problems.

ABT Shield is a solution that learns the patterns and behaviours of bots and trolls from analyses large volumes of online traffic. Key publishers and online brands join forces to analyse online traffic to exchange data and every new user of the solution helps to build a more impenetrable and better shield against bots and trolls, by providing traces of their activity anonymously.

ABT Shield was developed with the funding from Google DAYS Fund and in close collaboration with publishers, advertisers, academic community and think tanks. *Gazeta.pl* is a trusted partner of Edge NPD who developed the solution. The team of *Gazeta.pl* contributed to the development of ABT Shield and tested its effectiveness on selected services, to then implement it on all sites.

The new tool enables the teams *Gazeta.pl* and *Wyborcza.pl* to identify and eliminate artificial amplification generated by bots and fake internet users. It is also a welcome solution for users, since it helps to improve the content they read, and advertisers, who pay for genuine traffic on the sites presenting their products.

ABT Shield is implemented on the online sites of Agora in agreement with SAR Association of Marketing Communication (Stowarzyszenie Komunikacji Marketingowej).

GOOD PRACTICE

WYBORCZA.PL FOR ONLINE BRAND SAFETY

Gazeta Wyborcza is actively represented in Brand Safety IAB working group, educating the market about online brand safety. *Gazeta Wyborcza* wants to be a trusted source for its users – free from fabricated news, hate speech, trolls, bots or advertising fraud. In 2020 brand safety will be among our priorities. New instruments for monitoring and fine-tuning advertising content will be developed.

The joint initiative of *Wyborcza.pl* and SAR Association of Marketing Communication was developed to protect advertisers against bots and trolls and to prevent disinformation in the internet. It is also an invitation to the representatives of the advertising market to engage in an industry-wide discussion and initiate common efforts towards a qualitative change to prevent disinformation. The project is part of the European Commission strategy against disinformation (<https://ec.europa.eu/digital-single-market/en/fake-news-disinformation>).

GOOD PRACTICE

ADVERTISING FORMATS COMPLIANT WITH COALITION FOR BETTER ADS RECOMMENDATIONS OFFERED BY GAZETA.PL

Coalition for Better Ads is an international initiative aiming to standardize advertising formats on the internet, including eliminating advertising perceived as obtrusive and irritating to consumers. So far Coalition introduced standards of static formats in PC and mobile environments. In 2020 they implemented regulations for video size (up to eight minutes).

Formats introduced by the Advertising Office of *Gazeta.pl* comply with these standards.

Gazeta.pl does not display advertising in blocks and allows for only one spot under the editorial content. Additionally, the portal has for a long time now used only spots up to 30 seconds in duration. If a client wishes to order a longer spot, the only acceptable variant is one with 'skip ad' option. In such cases also Gazeta.pl complies with relevant regulations and does not use spots that cover the player.

The latest solutions offered by Gazeta.pl advertising office offer an alternative to advertisements which, according to Coalition for Better Ads, are the most irritating and encourage Internet users to install programs blocking advertisements. New advertising formats offered by Gazeta.pl - Prestitial, Small Sticky Ads and Halfpage Mobi - are effective and simple, as well as non-invasive and user-friendly.

Prestitial is a dedicated desktop format that appears all over the screen before the page content is displayed. It is possible to immediately skip an advertisement, so the user decides how to view it. It is a highly eye-catching solution, ideal for branding and outreach activities.

Small Sticky Ads is an advertisement that appears for 15 seconds at the bottom of the screen. It is not considered a nuisance because it covers only a small part of the page and adapts to the screen while attracting the user's attention by following them while they browse the website.

Halfpage Mobi is a dedicated format for mobile devices, which scrolls smoothly with the content of the page. It does not annoy users, but draws their attention because it is displayed in the text.

More information about the new advertising formats: [Reklama.Gazeta.pl](https://www.reklama.gazeta.pl)

SURVEYS AMONG READERS AND USERS

Agora's media conducts regular surveys among its users, asks for their opinions and suggestions. Key conclusions serve to improve the service. The service also delivers user tests and specific surveys, e.g. a survey on activity in the social media among the users.

GOOD PRACTICE

FRIENDLY PANEL, GAZETA.PL SURVEYS READERS SYSTEMICALLY

11 thousand participants in surveys for Gazeta.pl

In 2019 Gazeta.pl launched a regular survey project as a part of qualitative and quantitative research of Gazeta.pl usership. Conclusions and recommendations from the panel serve as ground for introducing new content formats that address users' needs. Gazeta.pl tests new formats on introduction, as well as functionality and UX (user experience) changes. Respondents are also asked about important social issues that the portal should address. The most frequently addressed questions in survey, in 2019 taken by a record 11 thousand users, are integrity in public discourse and ecology.

Three waves of friendly panel and workshops with users were delivered, and their results are used in the delivery of the strategy of Gazeta.pl.

GOOD PRACTICE

DIALOGUE WITH USERS VIA A NEW SITE OF THE ADVERTISING OFFICE OF GAZETA.PL

In November 2018 a new version of [Reklama.Gazeta.pl](https://www.reklama.gazeta.pl) was presented, a site that publishes key information about the advertising services and products of the portal and the most interesting examples from the portfolio of the advertising office of Gazeta.pl from recent months. As it allows for collecting feedback from clients of the advertising office through a survey questionnaire, the site is a form of dialogue with stakeholders.

AWARDS AND DISTINCTIONS

The efforts of Agora Group are recognized and appreciated which is expressed in awards and distinction.

GOOD PRACTICE

SPECIAL MENTIONS FOR GAZETA WYBORCZA AND TANDEM MEDIA

10th win of AMS in the ranking of sales offices in OOH advertising

Like in earlier years, the teams of Agora Group were ranked high by advertising clients in the report *Biura Reklamy 2019*, developed by the advertising industry magazine *Media&Marketing Polska*. Sales team of AMS topped OOH category and sales staff *Gazeta Wyborcza* and Tandem Media received special mentions. 2019 award was the AMS team's 10th win.

While *Media Marketing Polska* did not select a winner in the *press advertising* category, of the two special mentions, one was granted to the sales team of *Wyborcza* and *Wyborcza.pl*.

'Advertising office of *Gazeta Wyborcza* can boast the highest revenue from advertising among dailies and, what seems more important yet, immense trust from their clients', states the report. Advertisers who cooperate with the daily

appreciate in particular the advice from the team's sales specialists and their ability to offer interesting solutions, as well as flexibility and efficiency, and transparent pricing policy.

Media&Marketing Polska magazine publishes an annual report *Biura Reklamy*. Media sales teams are evaluated by a panel of specialists, employees of media houses. Rating criteria include: overall rating of the advertising office, flexibility and effective response to changes in course of the campaign, openness to price negotiations, offering attractive formats and solutions. The survey was delivered with the use of a CATI method on 15-25 October 2019 by Kantar Millward Brown.

GOOD PRACTICE

GAZETA WYBORCZA LEADS AMONG POLAND'S STRONGEST BRANDS IN TOP MARKA 2019 RANKING

900 thousand mentions of *Gazeta Wyborcza* in the media

In the latest *Top Marka* (Top Brand) survey *Gazeta Wyborcza* ranked fifth among Poland's 500 strongest brands. *Gazeta Wyborcza* is also a leading brand in Press category – the news published by GW are the most frequently quoted by other press titles. Top Brand is the largest survey of brands in the Polish media. The 12th ranking included 500 brands from 50 industries.

Gazeta Wyborcza was the winner in category Press, both in terms of number as well as reach of media coverage. In the analysed period the brand was mentioned over 900 thousand times. The most mentions about *Gazeta* appeared in the social media – 90.1 percent.

Also other brands of Agora Group ranked high in 2019 *Top Marka*. *Gazeta.pl* ranked third among internet portals and 101st in the general ranking of 500 top brands. Other Agora Group brands ranked: Radio TOK FM (272th total place, 6th among radio brands) and Agora Publishing (292nd in general ranking, 7th among book publishers)

Top Marka is a joint project of *Press* magazine (original idea) and the author of ranking methodology - Press-Service Monitoring Mediów. It has been conducted annually since 2007 and was initially based on the analysis of printed press. In 2013 sources were expanded by the internet materials and two years later by coverage in the social media.

Results of Top Marka 2019, delivered by Press-Service Monitoring Mediów, were presented in November-December issue of *Press* and included analysis of materials published in printed press, online and the social media, published between 1 July 2018 and 30 June 2019, 73 million hits in total.

QUALITY MANAGEMENT SYSTEM IN AGORA PRINTING PLANTS

On 24 July 2018 Print Segment of Agora S.A. and Agora Poligrafia Sp. z o.o. introduced Quality Management System based on ISO 9001:2015 standard. The new system replaced its earlier version based on ISO 9001:2008 standard. The main goal of the new management system introduced on 24 July 2018 continue quality improvement through meeting the requirements and expectations of clients, while maintaining profitability increase and financial security of Agora.

In June 2019 Management Board of Agora announced the decision to terminate the operations of Tychy and Piła printing plants. Main goals were re-defined and currently consist of transferring commissioned printing jobs to the Warsaw printing plant, disassembly and relocation of part of the equipment of the closed printing plants. The move also involves in-house training of staff to operate the machinery and instruments transferred to Warsaw and communications addressed to clients. These operations allowed for maintaining continuity in the production of newspapers and magazines after closing down two of Agora's three printing plants.

RESPONSIBLE MEDIA

Among the key values and principles that govern the operations of Agora Group's media are: independence, commitment to content quality and reliability and responsibility for expressed word.

They also strive to help their consumers develop skills of conscious media usage and critical thinking. Agora's journalists and other employees join social campaigns and initiate activities, campaigns and projects that activate local communities and address important social problems.

Among Agora's products are ones that address problems, issues and topics important for the society.

GOOD PRACTICE

GAZETA WYBORCZA FOR FREEDOM OF THE MEDIA

43 thousand views of FREE WORLD FREE PRESS video debate about mass media

What challenges face journalists in contemporary world? Do we need public media? What is democratic journalism? Who is a censor and who is a troll? What is freedom of journalism of today? These questions inspired debates *Gazeta Wyborcza* and international partners to organize *FREE WORLD FREE PRESS* debates and workshops for representatives of the media industry, accompanying the prestigious European Press Prize Award 2019.

FREE WORLD FREE PRESS debate about mass media took place on 22 May 2019 in the head office of *Gazeta Wyborcza* in Warsaw. The discussion about challenges to contemporary journalism was conducted in two panels and

accompanied by opening of an exhibition by a renowned photographer Yannis Behrakis, under the auspices of Reuters and European Press Prize. Debates *The future of public media in Poland* and *Role of journalism and free media in the world – yesterday, today and tomorrow* were attended by journalists, representatives of NGOs and the media. Admission was free and the events were broadcast in the social media and on Wyborcza.pl. On the following day the office of *Gazeta Wyborcza* hosted the gala European Press Prize Award 2019 – a prestigious contest for the best European press material. The event, first of this kind in Poland, was accompanied by workshops for European journalists, publishers and editors from.

Gazeta Wyborcza often writes about free media and journalistic integrity, organizes events and campaigns on these themes. In September 2019 *Gazeta Wyborcza Trójmiasto* organized Reporters' Panel, an opening event of Gdańsk Democracy Week. The discussion on whether engaged journalism can support democracy in contemporary world attracted 300 attendees.

<https://wyborcza.pl/7,154385,24815002,free-world-free-press-debata-o-mediach-and-otwarcie-wystawy.html>

GOOD PRACTICE

GAZETA WYBORCZA JOINS GOOGLE NEWS INITIATIVE FELLOWSHIP

40 news titles from **11** countries in Google News Initiative Fellowship

Gazeta Wyborcza became a partner of the Google News Initiative Fellowship organized by the European Journalism Centre. In the project one person is selected from among a number of candidates to receive a 8-week paid summer internship in *Gazeta Wyborcza's* data desk. *Gazeta* was Poland's only media partner of GNI Fellowship.

The Google News Initiative Fellowship, organized by the European Journalism Centre in countries of the European Union, is addressed to students who are passionate about journalism, technologies and understanding the increasing role of technologies in media industry. Internships offered in the program are a unique opportunity for young people to learn how the biggest news companies in Europe operate, to work with professional journalists and gain valuable experience. The European Journalism Centre is focused on quality journalism in the digital environment. Through the GNI Fellowship program the EJC aims to educate the next generation of European journalists and develop the skills required by modern media outlets. In 2019 GNI Fellowship operated by the European Journalism Centre included 40 paid summer internships in newsrooms of 11 European countries – Austria, Belgium, Finland, France, Germany, Ireland, the Netherlands, Sweden, Switzerland, UK and, for the first time, Poland. Participants of the programme include *The Guardian* (UK), Agence France-Presse (AFP), YLE (public service broadcaster in Finland), TheJournal.ie (Ireland) as well as local and regional media organizations.

GOOD PRACTICE

EUROPE TALKS

500 participants of European Talks festival in Brussels

Gazeta Wyborcza launched Europe Talks platforms to connect people of different political views from all corners of Europe. *Europe Talks* is a joint project of GW and 15 other European media outlets, designed to facilitate debate among people from different backgrounds before the coming elections for the European Parliament.

Between 18 March and 10 April 2019 – Wyborcza.pl displayed a special box under selected articles, with one of seven controversial questions that were widely discussed in a number of EU countries at the time, for example, 'Should all European countries reintroduce strict controls on their borders?' or 'Should more affluent European countries support the less wealthy ones?'.

Europe Talks was the first project that allows people holding different views from different EU countries simultaneously engage in a debate over the borders. Strangers from Belgium, France, Italy and Poland, etc. could meet their European neighbours, get to know them better and try to understand their viewpoint.

On 11 May 2019, during the finale of the project, some participants met their opponent in person in a videoconference. 500 debaters participated *European Talks* festival in Brussels.

The project's originators and organizers were representatives of 16 European media outlets. Originators of Europe Talks from ZEIT ONLINE were awarded The Jean Monnet Prize 'for the tremendous effort and a large-scale achievement, as well as for the use of the media – their reach and organizational potential to promote understanding and integration'. The Jean Monnet Prize for European Integration is given to individuals and groups who are successful in the field of European integration through the projects they design and implement.

GOOD PRACTICE

GAZETA WYBORCZA STANDS FOR IVAN GOLUNOV

Gazeta Wyborcza joined the international campaign of publishing the articles by Ivan Golunov – a Russian investigative reporter of an independent outlet Meduza. Golunov was arrested in Moscow on 6 June 2019 after police provocation. Charges against Golunov were eventually dropped and he was released on 11 June 2019. As a gesture of journalist solidarity, *Gazeta* published his investigative report *Coffins, graveyards and billions of dollars*, describing terrifying pathologies in Russian funeral business.

GOOD PRACTICE

GAZETA WYBORCZA LAUNCHES SONAR EUROPE WITH OTHER EUROPEAN DAILIES

Editors of *Gazeta Wyborcza* joined forces with the teams of *Le Soir*, *Le Figaro* and *El País* to develop a new media project called Sonar Europe. The cooperation, initiated in March 2019, resulted in attractive multimedia data-based materials on a variety of subjects and presenting diverse points of view from different countries of the European Union. Materials under the brand of Sonar Europe are published in the four languages of the project creators, in both printed and digital editions of the dailies. Sonar Europe is a shared project by the editors of *Gazeta Wyborcza*, *Le Soir* (Belgium), *Le Figaro* (France) and *El País* (Spain), members of the prestigious European association LENA.

Within the framework of activities planned for two years, the editorial teams of the newspapers develop a variety of journalistic content: in-depth multimedia pan-European studies as well as shorter articles and infographics focused on a country or region. All publications are based on data from areas such as health, the economy, society, politics and education. The main idea behind the project is to use a unique strategy for publishing content in order for articles under the Sonar Europe brand to reach a broad group of readers from all over Europe.

Journalistic materials created within the framework of the project are available through the websites of the four partners, in four languages. In Poland, are published at BiQdata.wyborcza.pl in section SonarEurope. Other LENA newspapers and other interested media can use and publish the content.

Another objective of the Sonar Europe project is to encourage other media across Europe to share their knowledge and experiences. Its creators educate European editors, for example, in using data and creating attractive publications on their basis. The project will include also workshops, online and offline seminars for professionals from various media interested in working with data about Europe.

Gazeta Wyborcza is the leader of the project and in 2017 it launched a similar project: Sonar.Wyborcza.pl – a modern website that illustrates the world and actions of politicians through news, numbers and diagrams. For the Polish daily, the unit responsible for Sonar Europe is the data department that manages the BiQdata.wyborcza.pl and Sonar.Wyborcza.pl portals.

Activities within the framework of the Sonar Europe project will be carried out until February 2021. The project is co-financed by the Directorate-General for Communications Networks, Content and Technology (DG CONNECT) of the European Commission.

GOOD PRACTICE

GAZETA WYBORCZA JOINED #VOTE4FRIENDSHIP AND ENCOURAGED VOTING IN ELECTIONS FOR THE EUROPEAN PARLIAMENT

Shortly before elections for the European Parliament, on Friday, 24 May 2019, the entire circulation of printed *Gazeta Wyborcza* was distributed with a poster of the EU flag with a credo *Europa na tak!* (Yes for Europe!). On the flip side, the poster featured a drawing symbolizing European friendship, created by young artists in the project #vote4friendship. The project was a joint initiative of 16 EU countries, developed to encourage young people to vote in the coming elections for the European Parliament.

Under the project Pencil Friends, part of #vote4friendship, 19 graphic designers and illustrators from 16 EU member states designed posters on the theme of international friendship – an idea that is crucial to the EU as well as young people who like making friends regardless of the geographic or mental distance.

Each of the artists whose art was used in the project, created a unique character representing a country. All character were put into pairs and placed on posters where they shake hands and encourage to 'vote for friendship'.

The cartoon on the flip side of the poster added to *Gazeta Wyborcza* symbolized the friendship between Poland and Portugal. The authors are Tymek Jezierski from Poland and Tiago Galo from Portugal.

PROJECTS AND AWARDS OF AGORA

Media of Agora Group also express our views on socially valid issues and promote culture through organizing various competitions and projects.

GOOD PRACTICE

#ZWYKLINIEZWYKLI AND #MICRODOC VIDEO CYCLES BY WIDEO GAZETA.PL

13 multimedia microdocs of Gazeta.pl

The subjects of Gazeta.pl microdocs are ordinary yet exemplary people who overcome their limitations, break through stereotypes, inspire, surprise, do good. The idea behind the cycle is to introduce such people to the public and evoke warm, positive emotions, inspire and motivate to take action. The creators deliberately steer clear of hate and sensational content, instead speaking boldly about difficult issues such as homelessness, poverty, illness, disability, etc.; topics that invite reflection in viewers. Microdocs have been published by Gazeta.pl since 2018. Thirteen episodes were produced in 2019, including the portraits of a gay catholic mechanic, disabled racing driver, a vet clinic that saves the lives of animals or *Daj obiad* (Share Your Lunch) project.

GOOD PRACTICE

VIDEO SERIES OF WYBORCZA.PL W POŻYCZONYCH GARNITURACH (IN BORROWED SUITS)

Jakub Hartwich and Adrian Glinka, both wheelchair-bound, are the faces of the two-week protest organized by Parents of People with Disabilities in the Polish Parliament and the hosts of *W pożyczonych garniturach* (In Borrowed Suits) video series published by Wyborcza.pl in 2018 and 2019. The purpose of the series was to raise the awareness about problems faced by people with disabilities and to fill the gap in the media that lack programming of this type. 2019 episodes hosted mothers protesting in Sejm, Justyna Dobrosz-Oracz and Paweł Wroński, as well as Karolina Hamer – Paralympian who fights for the rights of people with disabilities, supports women's and LGBT movements. Jakub Hartwich and Adrian Glinka also visited a refugee centre in Warsaw Targówek, where they were joined by the volunteers of *Fundacja dla Wolności* (Foundation for Freedom) in talking to children residing in the shelter.

GOOD PRACTICE

NAGRODA FOTOGRAFICZNA GAZETY WYBORCZEJ IM. KRZYSZTOFA MILLERA ZA ODWAGĘ PATRZENIA (KRZYSZTOF MILLER PHOTO AWARD FOR THE COURAGE TO LOOK)

300 competitors for Krzysztof Miller Award for the Courage to Look

Annual Krzysztof Miller Award for the Courage to Look was launched in 2018 to promote photography of special journalistic value, representing a deep, thorough and courageous perspective of difficult subjects – social, political, economic and cultural. The organisers of this 2019, 2nd edition of the competition received over 4.5 thousand photos. The competition is open to professional and amateur photographers, individuals and collectives. By the jury's decision, the main prize was awarded to Alessio Paduano, for a moving photo reportage depicting victims of human trafficking in Italy. Deutsche Bank #PositivImpact award and a special distinction were also awarded. The final gala of the Krzysztof Miller Prize took place on Tuesday, 3 December 2019, in Warsaw.

GOOD PRACTICE

GAZETA WYBORCZA AS ONE OF THE ORGANIZERS OF RYSZARD KAPUŚCIŃSKI AWARD

99 nominations to the 9th Ryszard Kapuściński Award

Established in 2010, Ryszard Kapuściński Award is presented by Gazeta Wyborcza and Capital City of Warsaw to the authors of the year's best non-fiction book and the best translation of non-fiction. 123 books from 26 publishers were nominated in the tenth edition of the competition, of this number Jury selected ten finalists. The winner was Maciej Zaremba Bielawski – for *Dom z dwiema wieżami* (Huset med de två tornen) published by Wydawnictwo Karakter. Meanwhile Mariusz Kalinowski, who translated the winning title from Swedish to Polish, was awarded for the best translation. Award-giving ceremony for Poland's top non-fiction awards was held on 24 May 2019. The project includes an educational campaign for the students of Warsaw schools.

GOOD PRACTICE

AWARD IN THE BEST OF MOTO FOR CSR PROJECT

14 awards in the second The Best of Moto

In the second *The Best of Moto* poll organized by Moto.pl, The Best of Moto main prize went to Porsche 911 Carrera S. At the official award-giving gala held in Agora's headquarters in Warsaw on 28 November 2019, as many as 14 statuettes were handed in recognition of technical innovation, design and the most interesting models of cars in a diversity of categories, plus a special award for the leader in e-Moto sales.

In the second *The Best of Moto* internet users gave 20 thousand votes in 10 categories. The award for CSR project went Ford Driving Skills for Life. Statuette for best design was given to Volvo S60, an business expert of Next.Gazeta.pl selected Carsmile online leasing as the financial product of the year. A special prize in 2019 BoM, leader of e-Moto Sales, went to Toyota.

BUILDING RELATIONS WITH CUSTOMERS, CLIENTS AND SUPPLIERS

Relations with the environment, including the industry environment, are particularly important to Agora Group. Therefore Agora and its media become involved in initiatives and projects for the benefit of the industry.

MEMBERSHIP IN INDUSTRY ORGANIZATIONS

Agora Group strives to influence the environment in which it operates. Therefore, its entities are active members of organizations representing specialists in industries relevant to its operations. The most prominent are:

POLISH:

- Confederation of Private Employers „Lewiatan”,
- Polish Association of Stock Exchange Issuers,
- Press Publishers Chamber,
- National Circulation Audit Office (ZKDP),
- Polish Internet Survey,
- Internet Advertising Bureau Polska,
- ReproPol (Association),
- IAA Polska – International Advertising Association, Poland,
- Polish Chamber of Books.

INTERNATIONAL:

- IAB Europe
- INMA – International Newsmedia Marketing Association,
- EPC – European Publishers Council.

(as on 31 Dec. 2019)

EDUCATING THE INDUSTRY

Along with joining industry initiatives, Agora Group also takes steps to educate the industry. Employees of Agora share their knowledge and experience with the representatives or clients or business partners, forming a knowledge exchange platform. Similar activities are organized by Gazeta.pl, Radio TOK FM or Agora IT that regularly organize industry conferences and manifesting their responsibility also by joining industry organizations.

GOOD PRACTICE

GAZETA.PL EDUCATES THE ADVERTISING INDUSTRY IN GAZETA.PL LAB

Gazeta.pl LAB is an educational project of Gazeta.pl addressed to advertisers. It aims to acquaint clients with the latest trends online content and advertising and projects developed by the team of Gazeta.pl. It is a series of events for the clients of Gazeta.pl – large expert conferences, small workshops, training sessions, informal breakfast-and-learn meetings, webinars and other events organized to optimize the cooperation of Gazeta.pl with advertiser clients.

The second EFFECT LAB conference was held in May 2019. Experts of Gazeta.pl and invited guests talked about communication effectiveness in the multimedia business environment. What is effectiveness in the digital format and how can it be measured? Effectiveness of the content, communication, outreach – how do we approach it, think about it, evaluate it? EFFECT LAB experts discussed effectiveness in the context of content marketing and programmatic advertising or media planning. 2019 breakfast-and-learn events were dedicated to parenting and digital revolution and motoring and business trends.

GOOD PRACTICE

SZCZĘŚLIWE FIRMY (HAPPY COMPANIES) – PROJECT OF GAZETA WYBORCZA FOR EMPLOYERS

400 participants in *Szczęśliwe firmy* debates

While everybody has heard about the employee market, very few know how the employees have changed. Common benefits are no longer enough for new employees. The young do not have qualms about spending dozens of hours in the office every day. The key is what they are offered in exchange. Work has to give them satisfaction from the fact that they a difference.

Under the new Happy Companies project *Gazeta Wyborcza* and partners launched a debate about a new organizational culture in business and the role of employer in building happy companies. Along debates and workshops, the project includes a series of articles published in printed and online media. Participants of the debates held in Gdańsk, Poznań, Wrocław and Cracow looked for a definition of ‘happiness at work’, explored the values and meaning of work, contemporary role of leader and operating in a market that changes with growing speed. Panellists talked about future challenges – automatization, AI and robotics, wondered how the sense of happiness at work is affected by the environment: the city, personal life, passions, health – and whether they could even be approached separately, as how should employer approach this ecosystem. Participants were also introduced to the best practices in the Polish market.

Four debates were held, with experts and employers, in Gdańsk, Poznań, Wrocław and Cracow, plus mindfulness workshops. Dedicated service [Wyborcza.pl/szczęśliwe firmy](http://Wyborcza.pl/szczęśliwe-firmy) was launched, with video materials and quality and expert

editorial content. The events attracted over 400 participants, with 10 companies from different parts of Poland sharing their experiences and solutions.

Local issues of *Gazeta Wyborcza* and *Wyborcza.pl* also published a series of articles *Happy Companies* based on reports and experiences of employers, including effects of the events organized under the project and benefits of being a 'happy company' to the employees and employers.

A number of independent experts were involved in the project, including: Mariusz Turek Academy of Leadership Psychology, Barbara Zych EB Institute, Anna Macnar of HRM Institute, Zyta Machnicka, Lightness.pl, Michał Ulidis, SWPS University of Social Sciences and Humanities, Halina Czubaszewicz of Gdańsk University. More information on: <http://wyborcza.pl/AkcjeSpecjalne/0,171210.html>

GOOD PRACTICE

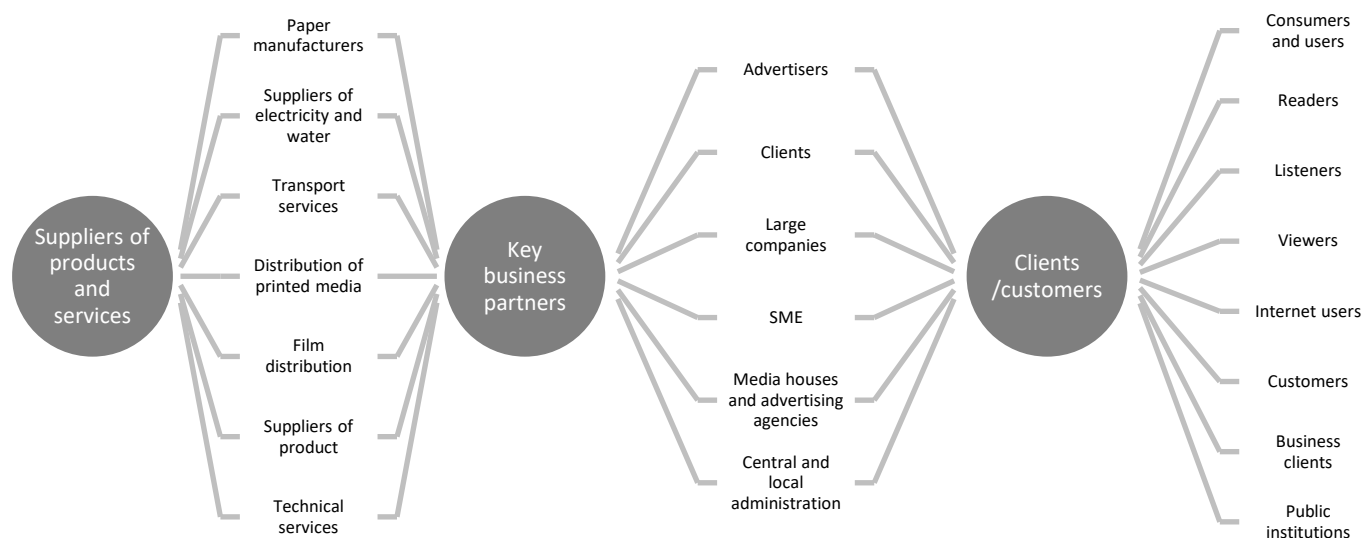
JAKOŚĆ WIDEO ON-LINE (ONLINE VIDEO QUALITY) – REPORT OF GAZETA.PL

Gazeta.pl Developed a report *Online Video Quality*. The report presents findings in a *Communication Revolution: Video Hits the Web*. The report offers replies to the questions: What video content attracts the greatest interest? What makes a video site popular? What habits and preferences are associated with watching style? The report explores online video consumption and is available for download free of charge on *Gazeta.pl*.

SUPPLY CHAIN

Agora Group has a portfolio of very diverse products and services. Businesses of Agora Group publish press, develop and manage internet portals, web services and mobile applications, conduct radio, cinema and restaurant operations, produce and distribute films, deliver advertising and printing services, etc. Among Agora Group's partners are business organizations as well as individuals. Self-imposed and external regulations (codes, good practices, by-laws) observed by the company ensure high quality of services and products that reach clients and customers and reflect Agora Group's approach in this area.

AGORA GROUP



RELATIONS WITH SUPPLIERS

In relations with suppliers we observe *Code of Conduct for Suppliers and Contractors of Agora*, published on *agora.pl*, with key rules of cooperation for suppliers and contractors. Contractors of Agora have been obliged to read and observe the regulations listed in the document. (More in Ethics section). <https://www.agora.pl/odpowiedzialny-biznes#slide-etyka>

Due to the diverse and segmented operations of different entities of Agora Group, the group has not developed a single formal document outlining the rules for dealing with business partners, contractors and suppliers.

Agora has implemented a set of tender procedures, a protocol for signing contracts between Agora and other parties and other documents regulating different types of business relationships, such as for instance *Selection Procedure for Service and Product Suppliers by Agora Group Administration Department*.

OBLIGATIONS TOWARDS CONTRACTORS

Our relations with stakeholders are based on fair treatment and partnership. We oblige ourselves to fulfil our contracts and obligations faithfully and responsibly and in compliance with the law.

- Trade liabilities do not bear interest and are usually settled within 14-60 days.

- Liabilities from taxes, duties and insurance premiums do not bear interest and calculated monthly as specified in payment terms.
- Current liabilities include liabilities payable to associated entities.

Efficiency ratios for inventory turnover, debtors and creditors days

Effectiveness	2019	2018	YOY
Inventory turnover	27 days	29 days	↓6.9%
Debtors days	97 days	96 days	↑1.0%
Creditors days	28 days	26 days	↑7.7%

Source: Consolidated Financial Statements of Agora Group according to MSSF 2019.

PROTECTION OF PRIVACY AND PERSONAL DATA

Due to the specific character of our operations and our commitment to building good relations with our customers, entities of Agora Group set great store by the protection of personal data and privacy.

In our relations with readers, users of our web services, digital subscribers and recipients of newsletters, as well as customers and business clients, we are committed to observing proper procedures and policies as well as provide education and transparent communications. In 2019 Agora continued the activities listed in **Agora S.A. Responsibility Report 2018. (link)**

DATA PROTECTION POLICIES AND PROCEDURES

In 2018 Agora Group adopted a new Personal Data Protection Policy, to comply with the European Parliament and Council of Europe resolution on the protection of personal information (UE) 2016/679, also referred to as GDPR or IGDPR, and the introduction of a new personal data protection act of 10 May 2018. In 2019 Agora Group reviewed our policies and protocols to verify and, if needed, make necessary updates to the regulations.

Personal Data Protection Policy In Agora is a set of rules and procedures to protect the personal data processed by the employees and collaborators of Agora as a part of their business activities.

PERSONAL DATA PROTECTION POLICY IN AGORA COMPRISES:

- **Transparency Policy (Personal Data Processing Policy)** – is a declaration signed by all employees and collaborators of Agora that ensures clients that their personal data are protected in accordance with all legal requirements. The document includes general information about the rules of processing personal information by Agora, handling of claims from the persons whose data is processed, as well as information required under Articles 13 and 14 of GDPR, concerning individuals whose personal information is processed. It is a public document available on, [Agora website](#).

The remaining documents are available internally for employees only:

- **Personal data retention policy** – a set of rules regulating the retention of personal data stored by Agora.
- **Procedure for handling the claims and requests of data subjects** – set of procedures for handling the requests of data subjects – clients and users – exercising their legal rights in relation to the processing of their personal data. The procedure determines the terms of accepting and recognizing claims and requests, the competences of the GDPR office and business lines in the handling and responding to them.
- **Assessment of the risks and consequences of personal data processing** – the document lists measures that are necessary for properly assessing the risk and consequences of processing personal data. It also specifies the cases in which relevant further, expanded risk assessment is required.
- **Evaluation and reporting on breaches of personal data protection** – specifies what constitutes the violation of personal data managed by Agora or its subsidiaries, how and when an observed breach should be reported, as well as how it should be resolved and by whom.
- **Selection policy for personal data processing entities** – a set of provisions that oblige the company to review a supplier for compliance with personal data protection regulations. The policy is only applied to suppliers intended by Agora to have access to personal data. The review is to verify whether the supplier has technical and organizational capacity for effective protection of personal data entrusted for processing.
- **Policy of contacts with the personal data protection institution** – describes the protocol of handling cases that require contacts with the **President** of the Personal Data Protection Office, including controls and court-administrative procedures.

REPORTING DATA PROTECTION BREACHES

- Every employee of Agora Group is obliged to report on observed incidents of personal data breach.
- Personal data breach is any incident leading to accidental or illegal destruction, loss, modification, unauthorised publication or unauthorised access to personal data transferred, processed or otherwise handled by Agora Group.

- Personal Data Protection Officer keeps a register of breaches with all reported incidents. The company also introduced a system of monitoring and verification of cases against the markers of personal data protection breach.

COMMUNICATION AND EDUCATION OF EMPLOYEES

Since 2018 training has been provided to the employees, including instruction offered to new employees as part of Welcome to Agora orientation training, with information about the personal data protection regulations and codes observed in Agora. Employees also receive online training. We also continue to educate the employees to raise their awareness of personal data protection through repeated communications – emailing, posters and animated graphics.

PROTECTION OF PERSONAL DATA AGAINST CYBER THREATS

Under our information security management, Agora S.A. adopted *Strategia Bezpieczeństwa* (Security Strategy), *Polityka Bezpieczeństwa* (Security Policy) and *Polityka Bezpieczeństwa Informacji* (Information Security Policy). The role of Information Security Policy and related documents is to specify the requirements that need to be met to ensure the security of collecting, processing and transferring data in Agora S.A. and compliance of the internal data protection measures with relevant laws.

In 2018 a set of procedures was developed with regulations related to cyber threats. The procedures also refer to personal data processed in Agora's computer systems. The procedures are continuously monitored to ensure their current relevance.

With respect to web portals and its mobile applications, Agora Group introduced: *Zasady korzystania z serwisów internetowych* (Rules of Using Agora Web Services), *Polityka prywatności* (Privacy Policy) and *Polityka Prywatności w zakresie aplikacji mobilnych* (Mobile Applications Privacy Policy), as well as internal codes and regulations. In 2019 Agora Group developed a set of rules for using company devices for private purposes and private devices for work use. This is to minimize the risk of data loss or a hacking attack on the resources of Agora through increasing the employees' awareness of proper handling of the devices used for professional purposes.

For the purpose of ongoing protection of data, including personal data, Agora established Data Protection Committee – made up of experts in personal data protection, law, computer storage protection and communications. Moreover, to ensure compliance personal data protection regulations and internal protocols, Agora Group has established the office of Personal Data Protection Inspector.

PRIVACY POLICY

To protect customers' privacy and personal data, Agora Group implemented a number of procedures ensuring the security of personal data and maintains the highest standards in our communications with clients and customers, in line with legal regulations and industry requirements.

Agora S.A. adopted *Strategia Bezpieczeństwa* (Security Strategy), *Polityka Bezpieczeństwa* (Security Policy) and *Polityka Bezpieczeństwa Informacji* (Information Security Policy).

Helios S.A. adopted *Polityka Bezpieczeństwa 2.0* (Security Policy 2.0) that covers all existing regulations: *Polityka Bezpieczeństwa* (Security Policy) and *Instrukcja zarządzania systemami informatycznymi służącymi do przetwarzania danych osobowych* (Instruction for Managing Computer Systems for Processing Personal Data).

Agora Group has documents that specify the principles and procedures for collecting, processing and use of information about the users of web services of each entity, brand and medium of Agora. Personal data policies and regulations, as well as rules of the use of some services or regulating e-commerce of services are available in relevant services and portals: Agora.pl, Wyborcza.pl, Gazeta.pl, Helios.pl, Ams.com.pl. The documents cover rules, scope and terms of use for the service/application by the reader/user, including complaints and claims.

COOPERATION WITH PDPO

In 2019 no breaches of personal data protection regulations were recorded in any of the entities of Agora Group, that would result in incurring financial penalties.

In 2019 two incidents were recorded, caused by internal errors, that resulted in a report sent to PDPO. In both cases necessary measures were taken instantly to minimize the risk of confidentiality breach or unauthorised access to data. Agora received three formal letters from Personal Data Protection Office urging Agora S.A. to provide explanations. Agora's timely response proved that in the relevant cases personal data was handled correctly.

In 2019 one incident was recorded in Helios S.A. resulting in a report sent PDPO. The incident was caused by an employee's error. Measures taken to minimize the risk of confidentiality breach or unauthorised access to data were approved by PDPO.

SOCIAL IMPACT

In 2019 companies, brands and media of Agora Group delivered a number of social, cultural and educational activities, initiatives and campaigns. We were also involved in charity campaigns.

Areas:

- diversity society,
- sustainable cities,
- activation of local communities,
- adult, children and youth education.

Activities:

- social campaigns,
- meetings and events,
- cultural campaigns,
- charity collections and volunteering.

In 2019 Gazeta Wyborcza Foundation and Wysokie Obcasy Foundation continued their activities.

2019 at a glance:

- **7** *Women Icons on Walls* murals
- **6** *Women Know* events
- **12** women nominated in *Superheroine of Wysokie Obcasy* poll
- **140** participants in City Lab debates in the project *Time for Metropolis*
- **10** round tables in Grand Debate of *Gazeta Wyborcza* in Polish Cities
- **400** participants of Know Your City tests in Warsaw, Wrocław and Kraków
- **17** *Hear Your Representative* debates and **6** *Our Europe* debates
- **300** participants in Reporters Panel organized by *Gazeta Wyborcza. Trójmiasto*
- **215** projects submitted to Tomorrownavts *Ticket Beyond the Horizon* competition
- **66** products and services in *Human Design* competition
- **550** *Teacher for Life* stories in the third Academy of Stories
- **1500** participants of *Mathematics Counts* conference
- **36** attractions in the third Family Fest, including **16** workshops conducted over 2 days
- **8** *Czerska 8/10 Premiere Centre* events
- **486 thousand zł** collected by the media and companies of Agora Group in the 27th WOŚP Finale
- **169.8 thousand zł** collected by Wrocław Gazeta Wyborcza under Santa's Factory project
- **32 thousand zł** collected by Gazeta Wyborcza Foundation in Charytatywni.Allegro.pl auction
- **135 thousand zł** collected by Wysokie Obcasy Foundation in *Sisters Art* charity auction
- **6.5 thousand** free subscriptions of *Wysokie Obcasy* and *Gazeta Wyborcza* offered to young women by Wysokie Obcasy Foundation

SOCIAL IMPACT

Agora fully embraces our responsibility for the impact of our decisions and actions on the society and natural environment. We work towards the goals of sustainable growth, including the wellbeing and health of the society, and respond to the expectations of our stakeholders. Social activities of Agora Group are compliant with relevant laws and international codes of conduct and are aligned with the organization's operations, and practiced in our relations with stakeholders.

KEY AREAS OF SOCIAL IMPACT OF AGORA GROUP, BASED ON SDGs

	<ul style="list-style-type: none"> charity activities helping people in need educating of the society in the necessity to support people in need 		<ul style="list-style-type: none"> improving the quality of life and health in the society through actions and initiatives promotion of healthy lifestyle
	<ul style="list-style-type: none"> activities for improving the quality of education providing support to educational establishments, schools and to teachers educational projects, campaigns and other educational activities 		<ul style="list-style-type: none"> activities supporting gender equality and equal treatment initiatives strengthening the role of women in contemporary society
	<ul style="list-style-type: none"> encouraging and supporting employees' engagement in community, educational and cultural activities developing and conducting business operations in accordance with CSR standards 		<ul style="list-style-type: none"> effective prevention of discrimination on any grounds and in any aspect initiating and supporting projects and activities towards the achievement of this goal
	<ul style="list-style-type: none"> projects supporting innovation, promotion of new business and entrepreneurship models and solutions 		<ul style="list-style-type: none"> supporting the development of smart cities through ecological, interactive and functional solutions supporting the development of sustainable cities and their inhabitants, addressing the most important aspects of urban development
	<ul style="list-style-type: none"> ethics and compliance systems for effective prevention of any forms of misconduct strengthening institutions and organizations that contribute to social development and the growth of civic society 		<ul style="list-style-type: none"> partnership for growth, particularly development of education, culture, art, journalism and mass media and supporting gender equality

SOCIAL AND SPONSORING POLICY OF AGORA GROUP

Social and Sponsoring Activities Policy of Agora Group was adopted in 2016 and reflects our strategic approach to corporate social responsibility.

The following goals were defined in *Social and Sponsoring Activities Policy of Agora Group*:

- education, individual and communal development;
- stimulating civic attitudes and respect for human rights;
- promoting culture and its inclusive availability;
- promoting health and healthy lifestyle;
- dedication to the protection of the natural environment;
- caring for others through charity and relief / aid campaigns.

Social and sponsoring projects of Agora Group are an expression of the company's commitment to the idea of corporate social responsibility and our dedication to the prosperity of the regions in which the group operates, to

ensure they are good places for living, working and realizing plans. The CSR projects also contribute to the positive image of the Group and its brands as people's organizations engaged in the lives of their respective communities. The document is available on: <https://www.agora.pl/polityka-dzialan-spoecznie-sponsoringowych-w-nbsp-grupie-agora>

Social and Sponsoring Activities Policy implemented by Agora also resulted substantial benefits: strengthened position of a leader among media brands in terms of involvement in current social issues, and employees' engagement in and satisfaction with the organization's social activities.

PROCEDURES REGULATING PUBLISHING CHARITY ADVERTISING IN DIGITAL AND PRINTED MEDIA OF AGORA S.A.

Agora S.A. adopted industry-specific procedure outlining the rules for accepting and publishing charity adverts in *Gazeta Wyborcza*, its supplements, website and magazines. The policy determines how such advertisements are classified, verified and published.

The main idea behind the procedure is to regulate all aspects of publishing and accounting for charity ads in *Gazeta Wyborcza*, its supplements, online media and magazines, as well as monitoring and managing such advertisements.

CAMPAIGN FOR THE EMPLOYEES OF AGORA – GIVE YOUR 1 %

For years the employees of Agora Group have been invited to join the *Give Your 1%* campaign, educating taxpayers to donate one percent of their income tax to charities. Agora's employees are encouraged to recommend organizations and projects they consider worth supporting. Each requires an explanation why the organization or cause deserves the funding. Eligible organizations require OPP status (certified public benefit organizations). All recommendations are published in the intranet in Give your 1 percent section

In 2019 employees of Agora nominated **16** organizations and causes.

SOCIAL IMPACT OF AGORA GROUP

By expanding our outreach, projects delivered by Agora Group in the areas of social impact and local development have strengthened our relationship with local communities, allowed us to address vital social issues, contributed to the company's reputation and its positive perception by stakeholders (clients, local communities, social organizations) in all of our locations.

In 2019 Agora Group continued long-term initiatives in four segments: civic, education, culture and charity, and initiated new regional and nationwide projects.

SOCIAL ACTIVITIES

Social activities of the entities and media of Agora Group focused mainly on the initiatives supporting diversity – both in terms of gender equality as well activation of seniors, as well as sustainable development of cities and quality of life of city dwellers. Events and discussions engage local communities and foster the growth of civic society.

DIVERSITY

GOOD PRACTICE

KOBIETY NA MUR (WOMEN ICONS ON WALLS) – CAMPAIGN OF WYSOKIE OBCASY

7 WOMEN ICON murals

The outcome of a project organized by *Wysokie Obcasy* was an original mural walk with portraits of unique women who influenced the history of the region, Poland or the world. In 2019 more murals were added to the set of existing images of Kora, Wanda Rutkiewicz and Jolanta Wadowska-Król: 2 in Rybnik – the portrait of the pianist, Lidia Grychołówna, and the local female role model, midwife Anna Kozub. A new project was executed in PKM Gdańsk Strzyża station. *Kobiety Wolności* (Women of Freedom) features Polish women oppositionists who fought for free Poland in communist times, surrounded by anecdotes and quotations. A portrait of Anna Bogucka-Skowrońska appeared in Słupsk under the campaign *Kobiety Wolności i Solidarności* (Women of Freedom and Solidarity).

GOOD PRACTICE

KOBIETY WIEDZĄ CO ROBIĄ (WOMEN KNOW WHAT THEY DO) – CAMPAIGN OF WYSOKIE OBCASY

6 WOMEN KNOW events

Women Know What They Do is a series of events organized by *Wysokie Obcasy*. The idea behind the project is to create a community of women who support and inspire one another, a forum to talk about women and women matters. The events feature women experts and leaders – artists, politicians, scientists, researchers, businesswomen and readers. In 2019 conferences were held in Kraków (7 December), Poznań (16 November), Gdańsk (26 October), Lublin (7 September), Warsaw (6 April) and Rybnik (23 March). Admission to the conferences was free of charge. As a

part of Wysokie Obcasy Club, the editorial team of WO prepared the screenings of independent cinema tiles, discussions, and concerts on important themes such as the cycle Sounds Like Women & Wysokie Obcasy – *Słota Głosu Kobiet* (Strong Women's Voice) or Women's Voices: women save the planet.

GOOD PRACTICE

SUPERBOHATERKA (SUPERHEROINE) POLL OF *Wysokie Obcasy*

12 women nominated in *Wysokie Obcasy Superbohaterka* poll

Wysokie Obcasy announced the fourth Superheroine, selected by the Superbohaterka committee and through the readers' poll. The winner was Iwona Hartwich – a mother of disabled Jakub Hartwich, who led protests in Polish parliament. The award giving ceremony was held in Warsaw Studio Theatre.

Superbohaterka *Wysokie Obcasy* 2018 was selected by a special committee including: editor in chief of *Wysokie Obcasy* Aleksandra Klich-Siewiorek, President of Agora Bartosz Hojka, publisher of *Wysokie Obcasy* Joanna Mosiej-Sitek, publishing director of *Gazeta Wyborcza* Jerzy Wójcik, editor in chief of *Wysokie Obcasy Extra* Ewa Wieczorek, film director Borys Lankosz, journalist Dorota Warakomska, writer Krystyna Kofta, Prof. Monika Płatek and the founder and president of Kulczyk Foundation Dominika Kulczyk.

Iwona Hartwich was also the choice of the readers of the weekly. Along with the Superbohaterka 2018 statuette the winner received also 10 thousand zł from *Wysokie Obcasy*.

A special *Gazeta Wyborcza* superhero of 30 years, was offered to Gabriela Lazarek – participant and organizer of protests in defence of democracy in Poland. She was the initiator of the appeal to EU institutions and representatives for help in fighting for democracy in Poland. *Gazeta* also recognized Gabriela Lazarek for her courage and perseverance, for protesting alone in Cieszyń market square and fighting for democracy, as well as showing others how to stand up to powers that be. The event was combined with the 20th anniversary of *Wysokie Obcasy*.

In the fourth *Superbohaterka* poll of *Wysokie Obcasy* the team of Saturday magazine of *Gazeta Wyborcza* nominated 12 outstanding women who were featured in the articles published *Wysokie Obcasy* in 2018. Among the nominees were women recognized nationally and locally, including the icon of Solidarity Henryka Krzywonoś-Strycharska, activist nominated to Nobel Peace Award - Anna Alboth, Paralympian, medallist of world and European swimming championships - Karolina Hamer and top model and social activist Anja Rubik. Portraits of all nominated superheroes were presented in [Wysokieobcasy.pl/superbohaterka](https://www.wysokieobcasy.pl/superbohaterka).

GOOD PRACTICE

DŁUGOWIECZNI (LONG-LIVED) SŁUPSK – HAPPY SENIOR

The life of a senior does not need to be grey or joyless. Residents of Słupsk had the opportunity to test this premise in the 'Happy Senior' campaign in October 2019 Meeting world's oldest woman DJ – DJ Wika, Wirginia Szmyt, dieticians' advice, 'tend to your memories' workshop and a Latino dance party – these are only some of the attractions prepared by *Gazeta Wyborcza Trójmiasto*. Participants could also hear a psychologist talking about small things that can change a lot in the life. Seniors were offered a gift set – a digital subscription of the daily plus a cosmetics set. *Gazeta Wyborcza* has supported seniors through the *Długowieczni* campaign for many years.

GOOD PRACTICE

WORLD AUTISM DAY ON GAZETA.PL

Contrarily to the popular belief, autism is not a one-dimensional condition. It is a spectrum of disorders that might affect as much as one percent of global population, as estimated by the World Health Organization. World Autism Awareness Day is celebrated each year on 2 April. *Gazeta.pl* joined the celebration of World Autism Awareness Day by publishing information about autistic disorders on the home site. Users of the portal could find out how autistic people perceive the world around them, watch a video about subject and check their knowledge about autism by taking a quiz. *Gazeta* also encouraged readers to support JiM Foundation through an online fund collection. JiM Foundation helps people with autism, manages a therapy centre, organizes social campaigns and provides assistance to the parents of autistic children.

SUSTAINABLE CITIES

GOOD PRACTICE

MIASTA IDEI *Gazety Wyborczej* (IDEA CITIES OF GAZETA WYBORCZA)

Miasta Idei is an effort to draw public attention to the processes taking place in urban areas and, more importantly – find directions for development that would make the cities attractive to inhabit.

The series of events employed the creativity and enthusiasm of participants, particularly local communities, urban activists and non-profits who joined forces to develop interesting solutions. In 2019 Reszów team of *Gazeta Wyborcza* and their partners organized a conference *Professionals and Amateurs. Sport in the City*. Participants of discussion

panels talked about professional and amateur sport and how cities use sport to promote their brand and grow and what can help Rzeszów make its mark and succeed in this area.

GOOD PRACTICE

PRACOWNIA MIAST CITY LAB

140 participants of City Lab debate *Kolej na metropolię* (Time for Metropolis)

City Lab is a community campaign focusing on the challenges faced by Polish cities. Under the project special workshops and conferences are organized dedicated to improving the quality of life in Polish cities. City Lab is also a platform for dialogue between inhabitants, local authorities, activists, and representatives of central government, business and culture. A two-week campaign was held in January 2019 in Katowice. *Kolej na metropolię* was dedicated to the future of the metropolitan railway. Over 40 activists and community volunteers prepared a case study and recommendations at City Lab workshops. This step was followed by expert debates, with ca. 140 participants, including experts in transport and logistics, representatives of local governments, politicians, lecturers, students and member of the local community.

GOOD PRACTICE

OKRĄGŁE STOŁY (ROUND TABLES) – GRAND DEBATE OF WYBORCZA IN POLISH CITIES

10 round tables in GRAND DEBATE OF WYBORCZA IN POLISH CITIES

Between April and June 2019 *Gazeta Wyborcza* organized a series of debates in Polish cities, inspired by the historical Round Table of 1989. Each debate focused on themes relevant to the local community, region and the entire country. The debates were preceded by workshops for members of local governments, activists and experts, on the relevant locally-specific subjects. After the workshops, public debates were held, with participants discussing the conclusions from the workshops. The talks conducted in sub-teams and work groups focused on economy and social policy, ecology, education, reform of the judicial system, youth, mass media, etc. Each debate ended in signing an agreement outlining the directions for development for the location.

Themes and locations of Round Tables in 2019:

- Katowice, April – parking in the city, including paid parking zones, prices, should locals pay as much as visitors?
- Częstochowa, May – what is financed by local governments instead by the state, what central decisions affect the city and its residents and how to finance municipal healthcare?
- Szczecin, May – Who is more important in the city – drivers or pedestrians?
- Szczecin, October – Future City - workshops on changes in public space;
- Lublin, May – main directions of Polish foreign policy 450 years after Union of Lublin;
- Łódź, May – 30 years of free business in Łódź and region, what next? – discussion about the successes of local businesses over the last 30 years and the future outlook?
- Opole, June – How to create an open city – challenge of the Ukrainian community that makes up a considerable part of the population of Opole. It is worth learning about the experience of Ukrainians living in Opole and what the city could do to make this experience better?
- Zabrze, June - The place of Silesia in Europe. Over the recent years Silesia has gone through major change. It is a good place to work and live. How can this fact be turned into success for the entire region? What Silesian values and ideas are worth promoting? Which are worth showing to the rest of Europe?
- Zielona Góra, June - Lubuskie youth after 30 of freedom and 15 years in the EU. Future, opportunities and challenges - 30 years ago Poland regained independence. What chances were fully exploited in Lubuskie and which were not? Why do the young leave?
- Rzeszów, June – Which way do we go? Southern ring road of Rzeszów. Debate about the plans to construct a southern ring road around Rzeszów. Why is this project so important for the city? Is it possible to achieve social consensus about the project? How can it be financed? How do we ensure nature protection?

All the events were organized jointly by *Gazeta Wyborcza*, *Polska debatuje* (Poland Debates) Foundation and Polish Society for Opinion and Marketing Research, under the patronage of Association of Polish Cities.

GOOD PRACTICE

WIELKI TESTY WIEDZY O MIASTACH - GAZETA WYBORCZA KNOW YOUR CITY TEST

400 readers took part in tests of knowledge about their city in Warsaw, Wrocław and Kraków

Local teams of *Gazeta Wyborcza* delivered the second Know Your City competition. This time the tests were organized in Warsaw, Wrocław and Kraków. Over 400 participants answered live 60 questions prepared by the organizers and partners. Tests were also available on local websites of Wyborcza.pl. Each test attracted participants who had a chance to check how well they know their city, its history and recent events, architecture, culture and sport, aspects. Incentives included money prizes. The organizers were local branches of *Gazeta Wyborcza* and teams of local Wyborcza.pl – in Kraków, Warsaw and Wrocław, as well as local partners: city offices, universities and businesses.

ACTIVATION OF LOCAL COMMUNITIES

GOOD PRACTICE

#USŁYSZ (HEAR YOUR ...) CAMPAIGN OF RADIO TOK FM

17 *Usłysz swojego posła* (Hear Your Representative) debates 6 *Nasza Europa* (Our Europe) debates

Radio TOK FM organized the fourth #Usłysz (#Hear your) national series of debates for the inhabitants for Polish cities. Six Our Europe debates with candidates to the European Parliament were held in May 2019 In September and October, as many as 17 Hear Your Representative debates were organized with candidates to the Polish parliament. Candidates spoke live in the studio of Radio TOK FM. Additionally TOK FM prepared special parliamentary manuals, broadcasts with listeners and a new podcast summing up each day of the campaign – all to encourage everybody to vote in the elections.

GOOD PRACTICE

WYBORCZA NA ŻYWO (WYBORCZA LIVE)

Wyborcza Live debates, dedicated to important events: political, economic, cultural and sports, as well as local matters, have been organized since 2016. Organizers invite journalists and people featured in *Wyborcza's* articles or authors whose texts appeared in *Gazeta Wyborcza* and Wyborcza.pl, local government officers, activists, artists and athletes. In 2019 events were organized in Lublin, Katowice and Łódź, featuring: Halina Birenbaum – a poet, described in the book *To nie deszcz, to ludzie*, Paweł Piotr Reszka – journalist, author of *Płuczki. Poszukiwacze żydowskiego złota*, Peadar de Burca – writer, author of commentaries and comedies, Grzegorz Paprzycki – director, author of a documentary *Mój kraj taki piękny* (My Country, So Beautiful), Krzysztof Wielicki – Polish mountaineer, and Jarosław Kurski, deputy editor in chief of *Gazeta Wyborcza*.

GOOD PRACTICE

REPORTERS' PANEL OF GAZETA WYBORCZA TRÓJMIASTO

300 participants in Reporters' Panel

Do large format journalism and journalistic engagement make sense in the contemporary world? Can reportage by an instrument for supporting democracy? These questions were discussed by the authors of the most acclaimed works of reportage of recent years and months in the Panel of Reportage Journalists organized by *Gazeta Wyborcza Trójmiasto*. The open event attracted over 300 participants to the auditorium of the European Solidarity Centre, including: Katarzyna Włodkowska of *Duży Format*, author of *Dom Zły* a reportage about Polish Fritzl from Kaszuby, Wojciech Bojanowski, investigative journalist cooperating with *TVN Fakty* and *Superwizjer*, who published the circumstances of the death of 25-year-old Igor Stachowiak and journalist of 2018 Bertold Kittel, co-author of a reportage about Polish neo-Nazis. Other discussion participants were Szymon Jadczyk from TVN24, winner of Grand Press 2009, author of a material revealing the links of the management of Wisła Kraków sports club with gangster underworld, and Tomasz Piątek, who described a dense network of relations with Russian secret services around the former Polish minister of defence in his book *Macierewicz i jego tajemnice* (Macierewicz and His Secrets). The panel *Dziennikarstwo w służbie demokracji* (Journalism in Service of Democracy) was moderated by Maciej Drzewicki – editor in chief of *Mój Biznes* weekly of *Gazeta Wyborcza*, co-author of the bestselling biography of Anna Przybylska. *Wyborcza Classic Reporter jest na miejscu* magazine was very popular among the public.

The panel opened Gdańsk Democracy Week and it was followed three days later by another event organized by local *Gazeta Wyborcza* – a commentary panel with: Dominika Wielowieyska, Renata Grochal, Piotr Trudnowski, Agata Szcześniak (OKO.press) and Michał Wróblewski of WP.PL. The panel was moderated by Grzegorz Kubicki – editor in chief of *Gazeta Wyborcza Trójmiasto*. City of Gdańsk was a partner in both events.

GOOD PRACTICE

CONFERENCE OF GAZETA WYBORCZA – 30 YEARS OF ECONOMIC TRANSFORMATION IN MAŁOPOLSKA

On 14 November 2019 the International Exhibition and Convention Centre EXPO in Kraków hosted a conference 30-Years of Economic Transformation in Małopolska organized by *Gazeta Wyborcza*. The project 30 Małopolska Businesses for the 30 Years of Economic Transformation was aimed at highlighting 30 years of our shared history, the period of economic transformation, and present the businesses that contributed to the growth of our economy and are models of effective business. Two discussion panels were held during the event: growth of Małopolskie businesses over the recent 30 years, future of local businesses. 27 Małopolska businesses were awarded Jedyńki *Gazeta Wyborcza* for the best business of the 30 years according to *Gazeta Wyborcza*. Additionally, participants could attend the lectures by Michał Olszewski, editor in chief of *Gazeta Wyborcza Kraków* on economy 4.0, or Grzegorz Mick of the Institute of Geography and Spatial or Management of Jagiellonian University, about the power of diversity of Małopolska businesses. The event was moderated by reporters Iwona Hajnosz and Michał Olszewski.

EDUCATION

Educational activities conducted by Agora Group were addressed to children, youth and adults.

ADULT EDUCATION

GOOD PRACTICE

JUTRONAUCI (TOMORROWNAUTS) BILET ZA HORYZONT (TICKET BEYOND HORIZON) COMPETITION

215 projects in Bilet za horyzont competition of Jutronauci project

Jutronauci project of *Gazeta Wyborcza* gathers unique people representatives of the arts, science and business who share interest in technological progress. The third wave of Tomorrownauts project was delivered in 2019 *Gazeta Wyborcza* and *Wyborcza.pl/Jutronauci* present the profiles of people whose work and ideas have the potential to change the world in the future. Accompanying events were organized in Wrocław and Kraków and a conference in Warsaw Google Campus. Winners of the Ticket Beyond the Horizon scholarship contest were also announced during the finale event. Mentors examined hundreds of nominations and selected worthwhile projects and individuals who want to change the world one of the following 6 categories: fashion and arts, urban planning and architecture, plastic free, new technologies and startups, economy 4.0 and robotics, demographic social projects.

Final gala of the third Tomorrownauts competition was held on 23 November 2019. The event included panel discussions, workshops and exhibitions offering attendees the opportunity to experience the world of the future. Tomorrownauts discussed challenges such as global warming, harmful omnipresence of plastic, automatization of work or healthcare. The organizers also offered activities for children, including workshops with LEGO Hidden Side, that combine playing with building blocks with augmented reality.

The finale gala of Tomorrownauts featured the winners of Beyond the Horizon scholarship competition. Mentors – tomorrownauts and world class experts examined hundreds of nominations to discover people who have the ambition and potential to change the world.

- In New Technologies, Business, Startups category, mentor Sebastian Kulczyk gave the award to Alicja Szałas – founder of Enkids educational platform, connecting students and foreign language teachers of from around the world.
- In Plastic Free category the winner was Weronika Banaś, and her mentor was Maciej Konopka, designer of packages of the future and lecturer at Faculty of Design, Academy of Fine Arts, Warsaw.
- In Fashion, Crafts and Arts the award was handed by mentor Katarzyna Konieczka – fashion designer who worked with Lady Gaga or Fergie and *Vogue*. Ticket Beyond the Horizon was given to sculptor Katarzyna Lipecky.
- In Economy 4.0, Automatics, Robotics, the mentor was Jędrzej Kowalczyk, president of FANUC Poland, the winner was Marcin Kordas.
- In category Society, Social Projects and Demographics, mentor Marzena Rudnicka, founder of Krajowy Instytut Gospodarki Senioralnej (National Institute of Senioral Economy), handed the award to Katarzyna Pado who is working on a project aimed at helping to communicate with people suffering from dementia.

GOOD PRACTICE

ZAPROJEKTOWANE PO LUDZKU (HUMAN DESIGN)

66 products and services in Zaprojektowane po ludzku (Human Design) Contest

How to ensure that the human aspect is a priority in designing? – *Gazeta Wyborcza* writes about designing user-friendly and useful products and services in *Human Design* campaign delivered in partnership with Amica. Aimed at designers and manufacturers of products and services for home use, contestants could send in their designs by February 2019, and the winners of the special *Human Design* labels were announced in March 2019. The main idea behind the campaign was educate the public, promote and recognize the creators of products and services who ask

themselves the elementary questions about the target users, their needs and impact on everyday life, in the designing process. Selection committee was composed of design experts: Marcelina Plichta, Tomek Rygalik, Oskar Zięta, Mateusz Halawa, Maciej Siuda, Radosław Ratajczak, Agnieszka Jacobson, Mirosław Filiciak, Jarosław Szczepanik, Joanna Krzywdą, Natalia Pietruszewska – Golba.

GOOD PRACTICE

DEBATE PAMIĘĆ ZBIOROWA: 1905, WIELKA WOJNA, ZABÓJSTWO NARUTOWICZA (COLLECTIVE MEMORY: 1905 GREAT WAR, ASSASSINATION OF NARUTOWICZ)

Collective Memory: 1905. Great War, Assassination of Narutowicz debate held on 20 January 2019 in the National Museum in Warsaw was another event in the series of debates dedicated to the theme of Poland's independence, organized by *Gazeta Wyborcza*. Panellists included: Roman Giertych – former Deputy Prime Minister and Minister of Education, Maciej Górny, PhD – historian representing Institute of History of Polish Academy of Sciences and Adam Michnik – editor in chief of *Gazeta Wyborcza*. The discussion was moderated by Dorota Wysocka-Schnepf, journalist of *Gazeta Wyborcza*. Discussion revolved around the question about the origins of Poland's regaining sovereignty – including whether the events of 1905 renewed the spirit of independence in Poles and were the harbinger of 1918. Did social and political divisions in Poland differ from the rest of Europe and what was their impact on the shape of the state? Did the assassination of Narutowicz end the dream of a democratic Poland and what lesson did the Polish path to independence teach us? The series of debates accompanied an exhibition *Krzycząc: Polska! Niepodległa 1918* (Scream: Poland! Independence 1918), displayed in National Museum in Warsaw between 26 October 2018 and 17 March 2019. The idea behind the project was to confront the presentations of historical and political events with the changes in Polish art at the threshold of independence. The project was organized jointly by national dailies *Gazeta Wyborcza*, *Rzeczpospolita* and *Do Rzeczy* weekly.

GOOD PRACTICE

THIRD ACADEMY OF STORIES FOR THE READERS OF GAZETA WYBORCZA

550 *Nauczyciel na całe życie* (Teacher for Life) stories in Academy of Stories contest

Teacher for Life was the title of the third Academy of Stories, a special campaign of *Gazeta Wyborcza* addressed to its readers. The team of *Gazeta* encouraged readers to send in stories about the teachers and people who had inspired them in life. The most interesting stories were published in *Gazeta Wyborcza* and *Wyborcza.pl*, and took part in a contest with money prizes and annual digital subscriptions of the daily as prizes for the winners.

To recognize the difficult situation in the schooling system, the reform and other problems affecting Polish teachers, students and parents, Academy of Stories chose teachers as the main theme in 2019. *Teacher for Life* essays, no longer than eight thousand characters could be submitted by 15 September 2019 via a special format available on *Wyborcza.pl/akademiaopowiesci*. Among nearly 550 stories sent in by the readers of *Gazeta Wyborcza* some were about parents, grandparents, bosses and friends.

The most interesting stories were published in *Gazeta Wyborcza*, its local issues and on *Wyborcza.pl*. Academy of Stories is an initiative of the reporters associated with *Duży Format* weekly supplement of *Gazeta Wyborcza* and Tomasz Pietrasiewicz of *Brama Grodzka – Teatr NN* Centre in Lublin. The idea behind the project was to preserve remarkable stories about everyday heroes. In the two previous editions of the contest, *The Most Important Person of My Life and Heroes of Our Independence*, readers of *Gazeta Wyborcza* submitted over 2200 unique stories in total. *Wyborcza.pl/akademiaopowiesci*.

CHILDREN AND YOUTH EDUCATION

GOOD PRACTICE

MATEMATYKA SIĘ LICZY (MATHEMATICS COUNTS) EDUCATIONAL FESTIVAL OF *Gazeta Wyborcza*

1500 participants in Mathematics Counts conference

The main idea behind the Festival of Mathematics is to stress the importance of mathematics in life and emphasise how proper teaching and talking about mathematics is a key to success. The sixth festival was organized by *Gazeta Wyborcza* and mBank Foundation, as a part of Mathematics Counts project. 1500 participants were invited to attend ten workshops and visit 17 stands with mathematics attractions. 500 copies of the book *Dziesięć prosta matematyka* (Child Simple Mathematics) were distributed. The main theme of the event held on 30 November 2019 in the headquarters of Agora in Warsaw was teaching the youngest (*Nauka najmłodszych*). Through games, interactive workshops and a host of other attractions prepared with children, parents and teachers in mind – the organizers wanted to show that mathematics is our companion from the first days of our lives.

GOOD PRACTICE**FAMILY FEST ORGANIZED BY EDZIECKO.PL, AVANTI24.PL AND CZTERYKATY.PL****36** attractions in the first Family Fest, including **16** workshops over 2 days

Teams of eDziecko.pl, Avanti24.pl and Czterykaty.pl organized the third Family Fest picnic on 1 and 2 June 2019 in Kubicki Arcades in Warsaw. The free admission event offered attractions for the youngest children as well as to those slightly older. Family Fest is a unique project that combined fun with education with the aim to stimulate development in children, broaden their horizons and expand their knowledge of the world. The two-day event included concerts for children, games and quizzes, performances, workshops of creative LEGO building and shows. Family Fest was organized in cooperation with Warsaw Royal Castle.

GOOD PRACTICE**GAZETA WYBORCZA TOLERANCE LESSON PLANS**

How do we teach children respect for difference, how do we talk about discrimination and stereotypes? Ideas for teaching tolerance in the form of actionable lesson plans were published in *Gazeta Wyborcza*. Plans for parents, teachers and educators were developed with the organizers of School with Class campaign and designed for working with primary and secondary school children and kids. Lesson 1 offers students an opportunity to compare different viewpoints on photographs, try to explore the feelings, thoughts and motivations of people in the photos. The idea behind the lesson was to illustrate the role of empathy in building understanding between people of different convictions, ethnicities, sexual orientation or simply in different life circumstances. Lesson 2 included group work exploration of the process of forming stereotypes. Participants can find out how it is possible that one piece of information causes an avalanche of associations and emotions and why the process might be bad or even harmful.

Lessons of tolerance plans is another project of *Gazeta Wyborcza* for teachers, students and parents, along with other publications and special issues such as *Wysokie Obcasy Psychologia*. *Cyfrowe dzieci* (Digital Children). Teachers, parents and other readers interested in the subject can subscribe to a *Strefa nauczyciela* (Teacher Zone) newsletter of Wyborcza.pl. Every Monday subscribers receive texts about education.

GOOD PRACTICE**MOGĘ BYĆ (I CAN BE) EDUCATIONAL PROGRAMME FOR PRIMARY SCHOOL CHILDREN**

Mogę być is a national education programme from Kobieta.Gazeta.pl working in partnership with National Geographic and Barbie, addressed to primary school children. It encourages girls and boys to pursue their dreams and passions and stresses the need to look for outstanding women models. It stimulates children to think about the future, motivates them to break through gender stereotypes and promotes gender equality. Stories of outstanding women presented in the programme convince children that they should themselves be trailblazers and reach for more. The main idea behind the programme is to encourage children, with the parents' support to look for and discover their own ideals, to motivate them to develop their interests and talents and prepare them to embrace a diversity of social and professional roles. Along with the online campaign, organizers opened a competition for schools, for the best poster about inspiring women. The main prize was a 6000 zł package including: for the winning class – a class trip in 2019/2020 school year (3000 zł); for the winning school: meeting with an inspiring woman role model held in the school, open to all students, teachers and parents; for the teacher supervisor of the winning class: professional development training. Posters can be submitted until 31 March 2020 r. More: mogebyc.gazeta.pl

SOCIAL CAMPAIGNS**GOOD PRACTICE****PROWADZĘ, NIE KLIKAM! (DRIVING NOT CLICKING CAMPAIGN OF LOGO MAGAZINE)**

Editorial team of *Logo* organized a campaign titled *Driving not clicking* to draw public attention to driving safety and discourage the use of handheld devices while driving. July issue of *Logo* featured articles highlighting the problem of drivers using their devices while in traffic with the most recent statistics from Polish roads and descriptions of dangerous incidents caused by such behaviour. The campaign was designed to remind phone users what they should avoid using them while driving, not only on the way to their holiday destination. The campaign also included a report from a test conducted with experts on a training track, where they checked how well they are able to concentrate on driving while simultaneously using a smartphone. Some of the copies of July *Logo* included a hanging air freshener with a safety reminder message *LOGOut, prowadzę – nie klikam!* (LOGOut, driving not clicking).

GOOD PRACTICE**POD DOBRĄ OPIEKĄ (UNDER GOOD CARE)**

Gazeta Wyborcza joined forces with the Chamber of Nurses and Midwives and ARJO, Skamex and Novamed to launch *Under Good Care* campaign with the aim to change the public perception of and promote the professions of nurse and

midwife, to improve their working conditions, relations with doctors and patients. The project is part of the International Year of Nurse and Midwife 2020 and addresses five challenges:

1. Social perception of the profession – respect, trust – ‘present throughout our entire life’.
Highlighting the social role of the profession. Reclaiming the respect and appreciation in relations with patients.
2. Role of a nurse in relations with doctors, patients and their families.
Explaining the place of a nurse in hospital structure, what can a patient expect and what new competence areas can be adopted by nurses. Presentation of good practices from Germany, Switzerland and Poland.
3. Promotion of nurses and midwives training – jobs of the future.
Highlighting opportunities and challenges to the profession listed by job market analyst as one with high future potential, of high social value and non-replaceable by new technologies.
4. Safety and working conditions. Introduce *Safe hospital* label.
Working conditions are just as important as the mission of the profession. Pinpointing solutions that improve working condition, streamline processes, health and safety, new technologies and how they should support the work of a nurse.
5. Long-term care.
Ageing society, longer lifespan – are new challenges (and opportunities) faced by healthcare systems – including the nursing profession.

CULTURE

In the area of culture in 2019, entities of Agora Group supported cultural and readership projects and initiated a number of events centred around books, films and creators in Czerska 8/10 Premiere Centre.

GOOD PRACTICE

NAGRODA LITERACKA NIKE (NIKE LITERARY AWARD)

Nike Literary Award is presented annually in October for the best book published in the previous year. The main idea behind the award is to promote Polish literature. The contest open to all literary genres, is organized by NIKE Foundation and *Gazeta Wyborcza*, and the prize is funded by Agora Foundation. In 2019 the shortlist contained four novels, two books of reportage and one biography – by young and established writers. The selection, out of hundreds of titles, was made by the jury: Teresa Bogucka, Agata Dowgird, Maryla Hopfinger, Dariusz Kosiński, Anna Nasiłowska, Antoni Pawlak, Paweł Próchniak, Joanna Szczesna and Marek Zaleski (Chair). The winner of 23rd Nike is Mariusz Szczygieł – his collection of reportage *Nie ma* was selected as the best book of the year. Mariusz Szczygieł was also the recipient of Readers’ Nike, selected through a poll in *Gazeta Wyborcza*. Winners receive a prize of 100 thousand zł and NIKE statuette designed by Gustaw Zemła. Other finalists of 23rd Nike Literary Award were: *Ota Pavel. Pod powierzchnią* by Aleksander Kaczorowski (Czarne, Wołowiec; biography), *Prymityw. Epopeja narodowa* by Marcin Kołodziejczyk (Wielka Litera, Warsaw; novel), *Błoto słodsze niż miód* Małgorzata Rejmer (Czarne, Warsaw; reportage), *Krótką wymianą ognia* by Zyta Rudzka (WAB, Warsaw; novel), *Turysta polski w ZSRR* by Juliusz Strachota (korporacja ha!art., Kraków; novel), and *Królestwo* by Szczepan Twardoch (Wydawnictwo Literackie, Kraków; novel). The winner of 2018 Nike was Marcin Wicha for *Rzeczy których nie wyrzuciłem*. Nike.org.pl

GOOD PRACTICE

AMS PRZYSTANEK: WAJDA

8 cities with AMS shelters presenting the works of Andrzej Wajda

From Szczecin to Kraków, films of Andrzej Wajda spoke about history on AMS shelters. Andrzej Wajda followed previous year’s Stanisław Wyspiański and literary themes from the works of Joseph Conrad or Stanisław Lem. National Museum in Kraków dedicated an exhibition to the film-maker. The choice of locations for Wajda-themed shelters was not accidental. The displays were installed in cities whose history – sometimes tumultuous – was told in the films of Wajda. Iconic scenes from the director’s creations framed in the urban surroundings were displayed in Szczecin, Gdańsk, Poznań, Warsaw, Łódź, Wrocław, Katowice and Kraków. AMS is the originator and funder of *Przystanek WAJDA*.

GOOD PRACTICE

CENTRUM PREMIER CZERSKA 8/10 (8/10 CZERSKA PREMIERE CENTRE)

8 events of 8/10 Czerska Premiere Centre in 2019

8/10 Czerska Premiere Centre serves as a forum for creators and creative works in literature, film, theatre and music. Czerska Premiere events are organized by *Gazeta Wyborcza* in cooperation with Agora brands and held in Agora’s Warsaw headquarters and streamed on Wyborcza.pl and in the social media. Admission to each event is free. Eight

events were held in 2019, including: launch of the book *Czapkins. Historia Tomka Mackiewicza*, screening of *Mój kraj taki piękny* documentary, discussion about Catholic Church *Bez plebana*, meetings *Kora intymnie* in Warsaw and Kraków, premiere of a biography *Krzysztof Wielicki. Piekło mnie nie chciało* in Warsaw and Katowice, and a discussion of *Szczerze* a book by Donald Tusk featuring the author.

GOOD PRACTICE

SCREENINGS OF *WHO WILL WRITE OUR HISTORY* (KTO NAPISZE NASZĄ HISTORIĘ) – TITLE DISTRIBUTED BY NEXT FILM

50 screenings of *Who Will Write Our History* (Kto napisze naszą historię) in Poland

Special screenings of *Who Will Write Our History* were organized on 27 January 2019, International Holocaust Remembrance Day. The film, distributed in Poland by NEXT FILM, was made available to the public through over 50 screenings in Poland and over 300 abroad, including in Paris UNESCO office and Museum of Tolerance in Los Angeles. In Poland screenings were hosted by POLIN Museum of Polish Jews in Warsaw and in ŻIH, Jewish Historical Institute. The latter also opened an exhibition of the original Ringelblum Archive. *Who Will Write Our History* directed by Roberta Grossman is a hybrid documentary about a unique project – the secret Archive of Warsaw Ghetto created in 1940 by Emanuel Ringelblum. The archive documented the life in Warsaw Ghetto. The so-called Ringelblum Archive has been placed in UNESCO Memory of the World Register as a world heritage item. It is a unique collection of documents representing one of the most important testimonies of the extermination of Polish Jews. The main roles in the film are played by: Piotr Głowacki, Jowita Budnik, Karolina Gruszka and Wojciech Zieliński. Voiceover actors include: Oscar-winning Pianist Adrien Brody and three-time-Oscar-nominee Joan Allen (*The Contender*, *The Crucible*, *Nixon*). Born in Los Angeles, Roberta Grossman is the author of *Hannah Senesh: Blessed Is the Match* (2008), a documentary nominated for Oscar and Primetime Emmy Awards.

GOOD PRACTICE

MURAL INSPIRED BY THE PHOTOGRAPHY OF KRZYSZTOF MILLER ON AGORA BUILDING

A special mural celebrating the works of Krzysztof Miller, photographer and journalist of *Gazeta Wyborcza*, was unveiled in September 2019. Created by Bruno Althamer on one of the side walls of Agora Warsaw office, Czerska 8/10, it features a selection of people pictured by Miller in the photos documenting historical events and military conflicts around the world, including a teenage refugee in Georgia, a cyclist hopelessly struggling against gravity and victims of the conflict in Rwanda. In centre foreground the photographer with his back to the viewer is holding his camera to his eye. The mural commemorates the outstanding photographer Krzysztof Miller (1962-2016), a legend of war photojournalism and the author of many famous photographs. For over 25 years he photographed almost all armed conflicts in the world and historical events. He took photos, among others, in Afghanistan, Chechnya and Africa. He documented the coup in Romania, wars in Georgia and Bosnia, earthquake in Iran, Velvet Revolution in Czechoslovakia. Krzysztof Miller was associated with *Gazeta Wyborcza* since its inception; he became one of the first five photojournalists employed in the editorial office of the daily. For many years, together with Wojciech Jagielski, he created a reporter duo covering armed conflicts. The mural was designed by Bruno Althamer, the artist who also created the mural of Kora for *Wysokie Obcasy* campaign *Women Icon On Walls*. Krzysztof Miller is also celebrated through a photo competition organized by *Gazeta* since – Krzysztof Miller Prize for the Courage to Look.

GOOD PRACTICE

POLISH FILM FESTIVAL HOSTED BY HELIOS GDYNIA

400 screenings in the Festival of Polish Cinema in Helios Gdynia

Helios multiplex in Gdynia Riviera centre was the main festival venue for the general public of the 44th Polish Film Festival. During Poland's main film event viewers could watch the newest domestic movie productions, observe the competitions and participate in the meetings of cinema fans with movie creators.

44th Polish Film Festival in Gdynia is a true celebration of Polish cinema. Throughout the six days between 16 and 21 September 2019, over 400 screenings took place in 15 theatres. For years the heart of the festival has been Gdynia Musical Theatre and the nearby Gdynia Film Centre. In 2019 for the first time Helios was the main festival cinema for the general public. It hosted screenings in the Main Competition. As many as 19 feature films competed for the prestigious Golden and Silver Lions, including: *Piśsudski*, *Ikar*, *Legenda Mietka Kosza* or *The Coldest Game*. The Festival also has a shorts competition, 27 feature shorts produced by Polish film schools and production companies competed for the main prize. There were also screenings outside the competition, including *Panorama of Polish Cinema*, films of Krzysztof Zanussi or *Polonica* with the best foreign productions with the participation of Polish filmmakers.

To commemorate the 80th anniversary of the outbreak of WW2, viewers were offered screenings of *Westerplatte* by Stanisław Różewicz, *Lotna* directed by Andrzej Wajda and *Orzeł* by Leonard Buczkowski. Lovers of classic cinema could watch digitally remastered copies of important Polish films. *In Memoriam* section contained films of recently

deceased filmmakers, including: *Frantic* - director of photography Witold Sobociński, *Sól ziemi czarnej* - director Kazimierz Kutz, *Przesłuchanie* - director Ryszard Bugajski, *Zapis zbrodni* - by Andrzej Trzos-Rastawiecki or *Miś* with an unforgettable comedic turn from Zofia Czerwińska.

GOOD PRACTICE

HELIOS AS A PARTNER OF WARSAW JEWISH FILM FESTIVAL

Helios cinema chain was a partner of the 17th *Camera of David* Warsaw Jewish Film Festival. Some of the festival screenings were held in the state-of-the-art Helios multiplex in Blue City centre. Films showed in the festival promote the attitudes of tolerance, openness to differences and are an important element in the fight against xenophobia and anti-Semitism. In the past JFF introduced audiences to titles later recognized by the largest festivals around the world – winners of Oscars and Golden Lions. On 20-22 November 2019 Helios cinema in Blue City invited the public to the premiere of a documentary by Henri Dauman *Looking Up*, features: *Those Who Remained* and *Skin*, and a French dramedy *My Polish Honeymoon*. Moreover, viewers also learned about the history of 6-year-old Jewish boy presented in *The Painted Bird*, watch a film about finding a place in Poland: *Złota Street and Today, Tomorrow... Yesterday* – a documentary about a family and difficult relations, with the war and Holocaust in the background. Admission to all screenings was free and required only to visit the cinema to collect the ticket on the day of screening.

CHARITY CAMPAIGNS

Charity campaigns of Agora Group are delivered through the involvement of our readers, users, employees and local communities, as well through supporting public benefit organizations and promotion of philanthropy and charity.

GOOD PRACTICE

MEDIA GRUPY AGORA WSPIERAJĄ WOŚP (AGORA GROUP SUPPORTS GREAT ORCHESTRA OF CHRISTMAS CHARITY)

486 thousand zł collected by Agora Media the 26th Finale of Great Orchestra of Christmas Charity

486 thousand zł for the purchase of state-of-the-art medical equipment for specialist children hospitals was collected by the media of Agora and Helios cinema chain in the 27th finale of Great Orchestra of Christmas Charity. *Gazeta Wyborcza*, Radio TOK FM, Rock Radio and Helios conducted online auctions. Auctioned items included: a walk in Białowieża Forrest with Adam Wajrak, 100-year and one day longer (WOŚP tagline) subscription of *Gazeta Wyborcza*, *Andrzej Rysuje* drawing, year passes to Helios cinemas, live appearance in on air in TOK FM or co-hosting a broadcast in Rock Radio. Virtual collection boxes were opened by the teams of *Gazeta Wyborcza* – official partner of the 27th Finale and portal *Gazeta.pl*. The portal encouraged users to support the campaigns with #JedenDzieńDłużej hashtag. All media of Agora Group broadcast information about the Finale of WOŚP.

GOOD PRACTICE

FABRYKA ŚW. MIKOŁAJA (SANTA CLAUS FACTORY OF GAZETA WYBORCZA)

169.8 thousand zł collected in 2019 in Santa Claus Factory project.

The 16th Santa Clause Factory collected 169,8 thousand zł in 2019 in Wrocław. At a ceremony held on 8 December 2019 in Stara Garbarnia representatives of *Gazeta Wyborcza Wrocław* handed a symbolic check to Wrocław Hospice for Children Foundation, to finance the building of Dom Opieki Wyręczającej (respite care facility) in Wrocław in ul. Sołtysowicka 58 and the purchase of gifts for the residents of the hospice. DOW will house 18 residents in single and double rooms. It will also have a therapy room, playroom and a garden. DOW is an establishment where terminally ill children are looked after by medical specialists and the personnel assists parents in providing proper care to the children.

GOOD PRACTICE

RADIO DAY AND THE THIRD CHARITY RADIO ADVERTISING BLOCK

As each year, on 11 April, Polish radio broadcasters celebrate Polish Radio Day. Grupa Radiowa Agora prepares special competitions and programmes celebrating radio as a medium. Traditionally, Agora stations also broadcast a special Charity Advertising Block. Between 8:00 and 8:30 a.m. Total income from the block was donated to the Association of Parents and Friends of Children with Hearing Impairments in Krosno. The organization helps children with hearing disfunctions and income from the advertising block covered the cost of the therapy for children with hearing impairments, off-site therapy tours and integration activities.

Polish Radio Day was established to commemorate adopting a document outlining the premises for radio regulations in 1923. Developed by the Association of Polish Radio Technicians, the document was a foundation to a parliamentary act that led to the first Polish radio broadcast two years later. *I Love Radio* initiative promotes radio and since 2017

unites Polish radio market to work together across divides. *I Love Radio* is organized jointly by five radio broadcasters: Grupa Eurozet, Grupa Radiowa Agory, Grupa RMF, Grupa ZPR Media and Polskie Radio.

GOOD PRACTICE

CHARITY CAMPAIGN OF ROCK RADIO

Rock Radio regularly supports various charity organizations and causes. In 2018 the campaign *Rock Radio plays for Rak'n'Roll* supported Rak'n'Roll Foundation. In June 2019 Rock Radio organized Great Rock Classics Test, the opening event of Warsaw *Co Jest Grane 24* Festival. Teams of stars: music, film and sport, and the listeners of Rock Radio competed answering questions about rock classics. Among the celebrities who participated in Great Rock Classics Test were Olga Borys, Odeta Moro, Natalia Sikora, Radosław Majdan, Piotr Świerczewski, Zygmunt Chajzer and Wojciech Cugowski. Winners donated their money prize to Warsaw Hospice for Children Foundation.

GOOD PRACTICE

PASIBUS CHARITY PROJECT

Pasibus is a unique brand – combining best ingredients with welcoming and casual atmosphere, suggestive of the brand's origins. One of important aspects of the burger chain is community involvement, an aspect that integrates the employees and encourages customers to support important campaigns.

Pasibus engages in a host of charity initiatives. In 2019 employees of Pasibus delivered another Noble Pack for a family in need. Each year Pasibus also supports Great Orchestra of Christmas Charity. In 2019 Pasibus collected nearly 5.5 thousand zł in Allegro.pl auctions and additionally 500 zł was raised through a facebook challenge – (five thousand likes and three thousand comments).

In December 2018, on the occasion of St. Nicolas Day, customers could write a letter to Pasi Santa indicating who and why should receive help. The campaign closed in March 2019. The author of a letter selected by Pasibus described a difficult situation in Neonatology Ward of Falkiewicz Hospital in Wrocław. Pasibus gave the ward received a refrigerator for storing medications for patients and 50 coupons for free burgers for the team of the ward and a permanent discount for delivery for the parents and personnel of the ward who order via Glodny.pl.

GOOD PRACTICE

PASIBUS FOR CHILDREN WITH AUTISTIC DISORDERS

Since March 2019 UNLOCK Association for Education Therapy and Supporting Children with ASD collected funds for the equipment and supplies for a school for ASD children with photography classes. UNLOCK wants to offer autistic children the opportunity to integrate into the society, including learning a profession, to help them live independent lives. In June 2019, to celebrate International Children's Day, Pasibus joined the collection conducted by Wrocław UNLOCK Association to open a vocational training school for children with ASD. In choosing an industry the organization took into account children's interests as well as the fact that the photographer profession is in the optimal area of activity for people with ASD-specific limitations. Funds were collected in all Pasibus restaurants countrywide on 12 June 2019. Every customer could buy one of Pasibus iconic burgers at reduced price. Bebek Junior with house BBQ sauce cost 15 zł, and 2 zł from each sold burger was earmarked to the funds collection for the photography schools for ASD children. Until the end of June Pasibus also collected funds via Zrzutka.pl. Money received from Pasibus fans on Zrzutka.pl/PasikdlaDzieci was donated to Unlock association. The campaigns were promoted broadly in the social media. With the support of PASIBUS the school purchased professional photographic equipment, items for the photo studio and darkroom; enlargers, light meters, darkroom accessories, injectors, lamps, softboxes, cameras, mounts, instruments for digital processing, filters, blends, frames and backgrounds and other necessary items.

SOCIAL ORGANIZATIONS IN AGORA GROUP

Entities of Agora Group engage in the activities of public benefit organizations in education, culture, arts, journalism and the media, promotion of gender equality. Agora Group companies also found such organizations.

GAZETA WYBORCZA FOUNDATION

Gazeta Wyborcza Foundation was established by Agora in 2018. Following the example of New York Times Company and The Guardian Media Group, *Gazeta Wyborcza* founded a non-profit organization to develop worthwhile media projects and work towards important social goals.

The Foundation's goals include fostering the creation of new works of independent and ambitious journalism on key social and political issues, such as works of investigative journalism, reports on environmental protection and international journalism projects. FundacjaGazetyWyborczej.pl

GOOD PRACTICE

CHARITY AUCTION FOR GAZETA WYBORCZA FOUNDATION

32 thousand zł raised in the first auction for GAZETA WYBORCZA FOUNDATION

Gazeta Wyborcza Foundation organized a special auction to raise funds for the delivery of its mission – protecting independence of the media as a foundation of democracy. On Charytatywni.Allegro.pl, the organizers auctioned anniversary souvenirs and attractions prepared especially for the readers of the daily, including a reprint of the cover of the first issue of *Gazeta Wyborcza* of 8 May 1989, with the autograph of the editor in chief, Adam Michnik, a tour of Warsaw editorial office of *Gazeta Wyborcza* with Roman Imielski, head of the domestic section of GW, tour in Białowieża Forest with nature expert and one of the most popular journalists of *Gazeta Wyborcza* – Adam Wajrak, interview with a famous writer co-hosted with Michał Nogaś, autographed bestselling books published by Agora and many other prizes. The funds raised in the auctions will cover the cost of a series of reports on themes such as the growth of extremism in Poland and Europe, climate crisis, generational differences or new technologies. The Foundation will also support a number of worthwhile initiatives and activities of other organizations. The funds raised in the first auctions will also be used to finance social and educational campaigns about the rule of law, education and ecology as well training of journalists to develop and deliver reliable and trustworthy media content.

WYSOKIE OBCASY FOUNDATION

Fighting for women's rights, supporting disenfranchised groups, bringing forward unknown herstories, and publicizing issues connected to health and psychology has been a daily commitment of *Wysokie Obcasy* magazine for 20 years. Wysokie Obcasy Foundation was launched in 2018 as a joined project of Agora and Wysokie Obcasy brand, to support independent and reliable journalism and initiatives which protect and promote women's rights and integration of different social groups.

Wysokie Obcasy Foundation focuses primarily on activities aimed at dismantling discrimination based on gender, age, sexual orientation, ethnicity, beliefs, health and social status, and appearance both in Poland and at a global stage.

FundacjaWysokichObcasow.pl

GOOD PRACTICE

SZTUKA SIOSTRZEŃSTWA (SISTERS ART) – AUCTION OF WYSOKIE OBCASY AND WYSOKIE OBCASY FOUNDATION

135 thousand zł collected in *Sztuka Siostrzeństwa* auction

In November 2019 the first Sisters Art auction of art was organized by Wysokie Obcasy Foundation and *Wysokie Obcasy*. The auction held in Museum of Contemporary Art in Warsaw offered works donated by over 70 artists the funds were granted to organizations such as Women's Rights Centre. 135 thousand zł was raised during the event hosted by the popular journalist Dorota Wellman.

The highest price, seven thousand zł, was paid for the photograph from the series *Tropical Iron* (2011) by Maurycy Gomulicki. Buyers also bid high on works by Paweł Bownik, Wilhelm Sasnal, Alex Urban, Kle Mens, Chris Niedenthal, Radek Szlaga, Sonia Szóstak, Mateusz Sarzyński, Karol Radziszewski and Michał Warecki.

Half of the funds raised in the auction was passed to Women's Rights Centre – organization that specializes in preventing all forms of abuse and discrimination of women in private, public and professional life. The other half will be used to finance statutory activities of Wysokie Obcasy Foundation.

GOOD PRACTICE

KOBIECY WIEDZĄ, CO CZYTAJĄ (WOMEN KNOW WHAT THEY READ) – CAMPAIGN OF WYSOKIE OBCASY AND WYSOKIE OBCASY FOUNDATION

6.5 thousand free subscriptions of *Wysokie Obcasy* and *Gazeta Wyborcza* provided to young readers

In 2019 Wysokie Obcasy Foundation launched *Women Know What They Read* campaign that provides students with free subscriptions of *Wysokie Obcasy* and *Gazeta Wyborcza*. Also public libraries in small towns and villages were involved in the project. By the end of 2019, six and a half thousand free subscriptions were distributed, four thousand were donated to libraries and the remaining number was made available to young women.

Subscriptions were available to all libraries around Poland, operating in rural communities, rural-urban, and in towns up to 50 thousand inhabitants. Free digital subscription of *Wysokie Obcasy* and *Gazeta Wyborcza* was also addressed to library users, women aged 15–30.

On activating the subscription a library received free unlimited access to all online services of Wyborcza.pl, access to current and archived issues of *Gazeta Wyborcza* magazines: *Duży Format*, *Magazyn Świąteczny*, *Ale Historia*, *Wysokie Obcasy Extra*. Each library could also access all content of the bi-monthly *Książki. Magazyn do Czytania*, literary broadcasts of Michał Nogaś in *Audio Książki*, to *Booksletter*, a weekly newsletter for book fans. After registering the library in the system, its users could also gain access to the newest reviews in the Culture section of Wyborcza.pl, up

to 50 percent discount on books and e-books in Kulturalnysklep.pl and Publio.pl, special price on the subscription of *Książki. Magazyn do Czytania* bimonthly and unlimited access to the content in iOS and Android apps or e-readers. The free subscription was valid for a year.

Completed in January 2020, the campaign was delivered with two partners: *Zwolnieni z Teorii* project and for the Information Society Development Foundation.

FUNDACJA POWSZECHNEGO CZYTANIA (FOUNDATION FOR UNIVERSAL READERSHIP)

On 4 September 2018 Agora and other partners established Foundation for Universal Readership. One of the key goals of the foundation is the promotion of readership in Poland.

Foundation for Universal Readership was created by the representatives of publishing industry, including Agora and Agora Publishing, industry institutions and individuals. Alarming readership figures in Poland were the main impulse that propelled the project. Consequently, the purpose of the foundation is to promote readership as a worthwhile form of spending free time.

An important aspect of the new non-profit organization is cooperation between founders and with other NGOs, public institutions and individuals who care about the promotion of readership.

Among the council members is Małgorzata Skowrońska, publishing director in Agora Publishing. Foundation website <https://fpc.org.pl/>

AGORA FOUNDATION

Agora Foundation was created in October 2004. In 2005 it received OPP status (public benefit organization). In recent years the foundation has focused on organizing and financing campaigns conducted with *Gazeta Wyborcza* and on charity programmes. Projects of Agora Foundation are often supported by the media of Agora Group, including *Gazeta Wyborcza*, and have a long history. The breakthrough campaigns, *Rodzić po ludzku*, *Leczyć po ludzku* (Childbirth with Dignity, Healthcare with Dignity) and *Narkopolacy* (NarcoPoles) or *Pomóż swoim rodzicom* (Help Your Parents) - promoting volunteer caregiving, were financed from the collection of one per cent of income tax write off.

In 2019 Agora Foundation conducted *Help Your Parents* campaign supporting seniors and their caregivers. In cooperation with Hospice Foundation in Gdańsk, volunteers were recruited for the local volunteering network. Coordinators were prepared to work in the project through training necessary to recruit volunteers and coordinate their work. Website: wolontariatopiekunczy.pl

Since 2019 Agora Foundation has been working on a campaign highlighting the needs of people with disabilities *Różni ludzie, jeden świat* (Different people, one world). One of the elements of the project will be social competences workshops.

Agora Foundation cooperated also with other public benefit organizations (Fundacja Dzieciom *Zdążyć z Pomocą* Foundation for Children, *Słoneczko* Foundation for the Disabled, *Piastun* Foundation, Dolnośląska Fundacja Rozwoju Ochrony Zdrowia, Avalon Foundation) to analyse the needs of adult people with disabilities and help them to meet these needs. More information: fundacjaagory.pl

FUNDACJA AKADEMIA INTEGRACJI. PRACA. EDUKACJA. SPORT (ACADEMY OF INTEGRATION FOUNDATION – WORK, EDUCATION, SPORT)

Academy of Integration Foundation was established by AMS SA and is a continuation of the project *AMS for Integration*. Its focuses broadly on issues associated with life, activity and social role of people with disability, with special emphasis on work, education and sport. Among the originators and employees of the foundation are fencers in wheelchairs, outstanding athletes and multiple medallists of World and European championships, who volunteer with other employees of AMS. The main goals of Academy of Integration are to encourage people to develop sensitivity to other human beings, to help people with disabilities become integrated into the society and to activate people with disabilities. For more information go to: <http://akademiiintegracji.pl/>

ENVIRONMENTAL IMPACT

APPROACH TO MANAGEMENT

In line with sustainable development approach strategic corporate responsibility directions adopted by Agora Group, we have outlined and strive to reduce our impact on the natural environment.








To that end we have adopted:

- Environmental Impact Policy of Agora S.A.,
- Environmental impact procedures and programmes,
- Annual environmental impact goals and progress metrics.

Our strategy is aligned with UN Sustainable Development Goals (SDGs), in particular Goals 6, 7, 12 and 13. Meanwhile AMS – an entity of Agora Group has applied its innovative products to achieve Goal 11 – work towards creating intelligent cities, through ecological and functional solutions.

CSR strategy of Agora Group indicates key areas of environmental impact based on UN Sustainable Development Goals.

KEY ENVIRONMENTAL IMPACT AREAS ADOPTED BY AGORA GROUP, BASED SDGs:

	<ul style="list-style-type: none"> ▪ Water efficiency requires monitoring water consumption in the buildings managed by Agora, in Helios cinemas and printing plants of Agora Group ▪ One of the priorities in the print operations of Agora is rational use of water. We introduce new solutions to reduce water consumption.
	<ul style="list-style-type: none"> ▪ Energy efficiency is among Agora Group's main environmental goals ▪ Optimisation of electricity consumption is achieved through the adoption of ecological solutions and new systems in: offices, printing plants and cinemas managed by Agora, as well as outdoor advertising displays.
	<ul style="list-style-type: none"> ▪ Innovative solutions for optimising consumption of resources are applied in state-of-the-art advertising displays, city furniture, etc. ▪ Agora's printing plants introduce and develop environment friendly technologies and production processes.
	<ul style="list-style-type: none"> ▪ Agora engages in building smart cities by providing ecological, interactive and functional solutions.
	<ul style="list-style-type: none"> ▪ Striving towards the goals of closed-loop economy ▪ Reducing waste output
	<ul style="list-style-type: none"> ▪ Agora regularly estimates its impact on the climate and introduces solutions and projects towards minimising negative environmental impact.
	<ul style="list-style-type: none"> ▪ Education and provision of reliable information about climate change, including endangered of ocean and sea ecosystems



- Education and provision of reliable information about climate change, including biodiversity

Agora regularly estimates its impact on the climate and introduces solutions and projects towards minimising negative environmental impact. We have defined the following key operational and industry-specific areas of direct impact on the environment:

- **Energy and water consumption and effluents output,**
- **Materials consumption,**
- **Waste and recycled materials management,**
- **Compliance with regulations and standards.**

ENVIRONMENTAL POLICY OF AGORA

Agora has been committed to developing **environmental protection**. These include our internal projects in energy saving, waste sorting and promoting adoption of pro-eco behaviours, as well as investments in the buildings managed by Agora.

In 2019 Agora adopted four main goals in the environmental impact area:

1. Energy efficiency and reducing energy consumption in the headquarters of Agora in Warsaw,
2. Waste reduction, also through introducing waste sorting solutions,
3. Education and communication activities addressed to employees and collaborators, to increase awareness of pro-eco activities,
4. Introduction of environmental policy.

We work towards the achievement of the above goals, which is manifested in the adoption by Management Board of Agora of **Environmental Policy of Agora S.A.** The document describes our approach to managing environmental impact and applies to all employees and collaborators of Agora. It outlines directions of our activities for environmental protection.

Main directions of **Environmental Policy of Agora S.A.**:

- undertake environmental measures in accordance with the law and internal regulations,
- manage environmental impact in line with adopted goals and principles,
- regularly monitor progress and effects and their annual reporting,
- work towards reducing the consumption of natural resources, by rational use of energy, water and materials (such as paper) and effluent discharge, etc.
- conduct balanced waste and recycled materials management through limiting their output, sorting and striving towards 'zero waste' model,
- implement eco-office solutions in buildings managed by Agora,
- reduce risks and prevent production of waste / pollutants with potential negative effect on the natural environment,
- continue perfecting and introducing innovative environmental solutions and eco programmes,
- educate employees and collaborators and business partners to increase their ecological awareness, as well as release communications to encourage them to adopt environmental policy and develop pro-eco attitudes,
- initiate and promote among stakeholders pro-eco behaviours, through promoting the digital services of Agora, etc.

Environmental Policy was adopted by the Management Board of Agora on 12 June 2019 and came into force on the same day. The policy applies to all employees, who are obliged to comply with it. The document will be regularly revised to ensure that it is in line and relevant to the brand's business profile and growth strategy. Every year Management Board of Agora will receive updates on the implementation of the environmental policy and evaluate the achievement of adopted environmental goals.

ENVIRONMENTAL IMPACT - GOOD PRACTICES

ENVIRONMENTAL EDUCATION AMONG AGORA EMPLOYEES

Agora Group regularly communicates its environmental projects and activities among the employees, for example through newsletters and intranet messages.

One such good practice was the installation of a smog detector on the building of Agora in Czerska 8/10. It allows the employees to check air quality in the area (information on: <https://airly.eu/map/pl/#52.20376,21.04814,i8892>).

Environmental measures in 2019 include:

COMMUNICATION AND PROMOTION OF ECOLOGICAL BEHAVIOURS AMONG EMPLOYEES:

- drink tap water (gadgets for new employees)
- selective waste collection is regularly communicated among the employees.
- use non-disposable containers for food purchased in the canteen and 'bring your own cup' incentives for employees buying coffee or tea in Gazeta Cafe
- use environment friendly transport to come to work, e.g. bicycle (employees can use a bicycle parking lot and a Veturilo bike rental station – over 15.5 thousand rentals and returns of city bikes)

15.5 thousand bike rentals and returns to Agora Veturilo station in 2019

- collection of used batteries and light bulbs
- regular clothes swaps and collections
- foodsharing programme for employees

GOOD PRACTICE DRINK TAP WATER

71 thousand plastic bottles were eliminated annually by transition to tap water, which translates into waste reduction by **1.5 tons**

Bottled water in conference rooms was replaced by tap water served in glass jugs. This eliminated 71 thousand plastic bottles per year, which translates into 1.5 tons of waste. Plastic waste volume was also reduced by replacing disposable plastic cups and stirring rods with paper cups and wooden rods.

GOOD PRACTICE AGORA AND AMS JOIN WWF EARTH HOUR CAMPAIGN

What could Warsaw headquarters of Agora have in common with the famous Sydney Opera and Eiffel Tower? On 30 March 2019, all celebrated Earth Hour. In the campaign organized by WWF, the lights of public buildings, cities and lights and electrical devices in private households were switched off between 20:30 and 21:30. This way millions of people worldwide symbolically joined a shared appeal for the environment.

Joining the campaign, Agora turned off the outside lighting of Czerska office in Warsaw for an hour.

AMS took part in the event again by turning off the lights Backlight, Dynamic Backlight in Cityscroll displays – through the use of advanced remote control system for managing displays.

More information about #nieniszczedomu campaign in Poland on: <https://nieniszczedomu.wwf.pl/>

GOOD PRACTICE ADOPTUJ PSZCZOLĘ (ADOPT A BEE) – CAMPAIGN OF GAZETA.PL AND GREENPEACE POLSKA

140 thousand bees adopted in the seventh *Adopt a Bee* campaign

Adoptuj pszczolę is the largest (number of participants) crowdfunding project organized by Greenpeace Polska. Funds raised from virtual bee adoptions in 2019 will be used to create urban solutions for protecting humans and bees against the consequences of climate change. Gazeta.pl joined the campaign for the fifth time: published LIVE updates from the collection, articles and a bee-themed quiz, as well as a special issue of *Fridays for Climate* extra focused around insects. Traditionally, like in the previous three years, the portal logo was altered to incorporate an image of a bee. The campaign was supported also by Hash.FM, a member of Agora Group, by encouraging microinfluencers via Fameshop platform to promote bee adoption. Over 140 thousand bees were adopted in the seventh campaign.

GOOD PRACTICE GAZETA.PL – GREEN PORTAL!

1 million views of *Piątki dla klimatu* (Fridays for Climate) on Gazeta.pl

15 seaside towns in *Plaża bez peta* (Beach without Fag-ends) project

Gazeta.pl has been a vocal supporter of environment and climate protection for a long time. This attitude is expressed by long-term collaboration with the organizers of *Adopt a Bee* – Greenpeace Polska. Since 2019 environmental protection has become the subject of multiple campaigns and initiatives proposed by the team of Gazeta.pl, including *Plaża bez peta* (Beach without Fag-ends), or a series of *Piątki dla klimatu* (Fridays for Climate) Fridays for Climate as well as a special Environment section on the home site of Gazeta.pl.

The idea behind the summer campaign *Plaża bez peta* was to remind readers about ban on smoking on Baltic beaches and discourage leaving cigarette ends in the sand. Seaside towns joined the campaign and Greenpeace Polska was a partner of the campaign. Gazeta.pl published texts about beach smoking ban, negative effects of discarded cigarette ends on the environment and encouraged readers to ensure that beaches remain clean. It also promoted the campaign in the media and on sticker art. In cooperation with local governments, Gazeta.pl showed how difficult it is to clear beaches from discarded cigarette ends and developed a map of clean beaches. Fifteen seaside communities joined the campaign.

Posters by Andrzej Pągowski were displayed at entrances to the beach, highlighting the campaign slogan *Papieros na plaży to obciach dla twarzy* (Smoking on the Beach Makes You Look Lame). Gazeta.pl also joined the educational campaign of Greenpeace about the negative impact of leaving behind plastic waste on beaches. Additionally, on every Friday, in *Fridays for Climate* series, journalists of Gazeta.pl write about key challenges and present the most interesting ecological projects. In 2019 *Fridays for Climate* materials garnered over one million views.

Gazeta.pl also celebrated the anniversary of Greenpeace Polska by presenting the organization to readers. Home site of Gazeta.pl broadcast live footage of celebrations hosted jointly by the journalists of Gazeta and members of Greenpeace. Users of Gazeta.pl could view photos and recordings from the organization's campaigns and find out about the day-to-day activities of Greenpeace people. The team of Gazeta.pl also encouraged readers to support Greenpeace through donating via Gazeta's portal.

A number of journalistic and marketing projects are planned for 2020, including a launch of an ecology-themed newsletter.

<http://wiadomosci.gazeta.pl/wiadomosci/0,114916.html?tag=pi+percentB1tki+dla+klimatu>

GOOD PRACTICE

WYBORCZA NA ZIELONO (GREEN WYBORCZA)

170 titles from around the world, including *Gazeta Wyborcza* in *Covering Climate Now* – declaration of commitment of the media in the climate and global climate campaigns as part of Youth Strike for Climate

Gazeta Wyborcza encourages all readers to adopt pro-eco behaviours and engage in protection of the environment. *Wyborcza na zielono* (Green Wyborcza) was developed for readers interested in ecology. Articles with a green version of Wyborcza logo are published in printed *Wyborcza* and on Wyborcza.pl and are accompanied by social campaigns and new initiatives such as: *Lato bez plastiku* (Summer without Plastic), *Nie drukuję biletu* (No Printout Needed), *Pokazuję na telefonie* (Scan from Phone), *Szanuję, nie marnuję* (Preserve, Don't Waste), eco newsletter, etc.

Gazeta Wyborcza continues to strengthen its commitment to ecological and climate issues. Early 2019 saw the launch of *Wyborcza na zielono* – all sections of the daily feature texts about rapid climate change in Poland. In June 2019 a water report was published, documenting the dramatic hydrological situation in Poland. Articles published in the series cover coal policy, waste management, anti-smog solutions, etc. *Wysokie Obcasy* launched a campaign *Szanuję, nie marnuję* (Preserve, Don't Waste), with a series of articles aimed to inspire readers to change simple day-to-day habits of conscious buying in the spirit of less waste. An eco-newsletter was also developed, with texts about possible solutions for preventing climate disaster. In *No Trace* (*Bez śladu*) campaign Wyborcza.pl and Wysokieobcasy.pl collaborate with a business partner to offer internet users a possibility to enter a special ecological challenge competition.

- 20 thousand free copies of a special issue of *Gazeta Wyborcza* at Pol'and'Rock Festival, developed especially for the event. 12-page magazine focusing on ecology and protection of the environment.
- 170 titles worldwide, including *Gazeta Wyborcza*, form *Covering Climate Now* – declaration of involvement of the media in climate protection and activities under Youth Strike for Climate
- Six ecological challenges for internet users in 2019 in the joint campaign of Wyborcza.pl, Wysokieobcasy.pl and a business partner *No Trace – Up To You What You Leave Behind*
- *Klimat tworzą ludzie* (People Make the Climate) campaign promoting ecological issues, including digital subscription of Wyborcza.pl.

<https://wyborcza.pl/nazielono>

GOOD PRACTICE

AIR QUALITY FORECASTS IN LOCAL ISSUES OF GAZETA WYBORCZA

2 thousand meters monitoring air quality to produce forecasts published in *Gazeta Wyborcza* daily

Since Wednesday, 6 February 2019, readers of 20 local issues of *Gazeta Wyborcza* can find air quality forecast for the day in their local newspaper. Data for the forecasts are provided by Airly, operating more than thousand innovative air quality meters.

Information about air quality is provided for all cities with local offices of *Gazeta Wyborcza* – Białystok,, Bydgoszcz, Częstochowa, Gdańsk, Gorzów Wielkopolski, Katowice, Kielce, Kraków, Lublin, Łódź, Olsztyn, Płock, Poznań, Radom, Rzeszów, Szczecin, Warsaw, Wrocław, Toruń and Zielona Góra.

Air quality forecast strip will be placed in a prominent place in the daily, in most of the issues on the front page, directly below the vignette. Readers can find it next to the headline 'What you breathe in Warsaw', 'What you breathe in Szczecin', etc.

Airly forecasts are based on CAQI (Common Air Quality Index), a widely recognized system for measuring air quality in European cities. Air quality is illustrated on a five-point scale, indicating level of air pollution coded in colours: very low (green), low (pale green), medium (yellow), high (orange), very high (dark red). The information is processed automatically from data received from a network of metres and weather forecasts.

ENVIRONMENTAL IMPACT

ACHIEVEMENT OF ENVIRONMENTAL GOALS IN 2019:

In 2019 Agora adopted environmental goals in building administration, in particular with respect to the Czerska head office in Warsaw.

Environmental goals in buildings under Agora's administration in 2019:

CATEGORY	GOAL	MEASURES TAKEN	PROGRESS
ENERGY EFFICIENCY	10% YOY reduction of electricity consumption in Agora's Warsaw HQ	<ul style="list-style-type: none"> optimize electricity consumption through eco solutions and investment in energy-efficient installations and devices optimize ventilation and AC systems replace lights with LED technology 	✓ In progress (17.4 achieved, 16.9% in all offices)
WASTE REDUCTION	10% YOY reduction of waste	<ul style="list-style-type: none"> minimize bio waste (canteen) digitize processes, including digital local issues of newspaper titles introduce an electronic system for managing the lease of company equipment by employees 	✓ Achieved
MANAGEMENT	Develop and adopt an environmental impact policy for Agora	<ul style="list-style-type: none"> develop an environmental impact policy for Agora S.A. 	✓ Achieved
EDUCATION AND COMMUNICATIONS	Increase waste sorting awareness among Agora employees	<ul style="list-style-type: none"> educate employees in waste sorting develop an electronic system for reporting technical and other administrative problems 	✓ Achieved

GOALS FOR 2020:

- Introduce pro-eco solutions energy efficiency solutions, such as photovoltaic systems
- optimize energy consumption – replace ventilation systems in the building
- develop ecological and environmental projects in the media of Agora Group
- continue educating employees

PLANS FOR 2020:



replace ventilation
systems



and air
conditioning units



modernize heat
distribution
station



build new building
monitoring system
(BMS)

Install photovoltaic panels on the roof of Warsaw headquarters of Agora (1st half 2020)

Photovoltaic system of total output 89.76 [kWp] (two micro systems 49.50 and 40.26 [kWp])



Photovoltaic solutions enable:

- savings in the form of lower electricity bills;
- positive impact on the climate: reduced CO2 emissions translate into positive impact on the quality of local air;
- security and independence – protection against growing costs of energy;
- technology of tomorrow and education of employees and the environment about nature protection.

AVERAGE EQUIVALENT OF REDUCED CO2 EMISSIONS BY PHOTOVOLTAIC SYSTEMS INSTALLED ON AGORA BUILDING

Reduced CO2 emissions, which translates into:	59,409	[kg/year]	
Savings in emissions generated by cars	12.5	[vehicles]	
Number of kilometres covered by cars	227,449	[km/year]	
Reduced volume of waste collected by the municipal services	21.3	[tons/year]	
Savings in petrol consumption	25,305.1	[litres/year]	

Calculated on the basis of the official EPA/USEPA calculator (United States Environmental Protection Agency)
<http://www.epa.gov/cleanenergy/energy-resources/calculator.html>

BUILDING ADMINISTRATION

Agora Group has offices in multiple locations. The company's headquarters are located in Czerska 8/10 in Warsaw. The building, owned by Agora, houses the offices of Agora S.A. and Agora TC, AMS, Adpol, Domiporta, Grupa Radiowa Agory (GRA), Doradztwo Mediowe, Inforadio, NEXT FILM, GoldenLine, Optimizers, Yieldbird some departments of Helios Helios, Foodio Concept, Step Inside. Helios and Foodio Concept have their main offices in Łódź.

19 local offices of Agora S.A.

Agora S.A. has 19 regional offices that also serve the employees of the group's subsidiaries. In most cases, Agora shares the building with other organizations, which leaves the environmental aspects in the competence of the respective buildings' administrators. It also makes it difficult to monitor water consumption, effluents and waste output, etc.

The main elements of the environmental impact management in Agora Group in building administration are reduction of:

- electricity consumption,
- water consumption,
- effluents output.

This is particularly important for Czerska 8/10 office that houses most of the entities of Agora Group.

In 2019 Agora implemented corrections in line with the recommendations from energy efficiency audit. As a result of:

- converting lighting systems to LED technology
- installation of timer system
- replacing pumps and engines in VAC systems

electricity consumption Czerska 8/10 Agora headquarters was reduced by 20 percent.

16.9 percent reduction of electricity consumption in office buildings of Agora Group in 2019**Electricity consumption in office buildings of Agora Group**

	2019	2018	YOY
Electricity [MWh]	9,102	10,951	↓16.9%
Heating [GJ]	13,378	16,890	↓20.8%

Source: data based on invoices

Due to Agora S.A. sharing the Warsaw office as well as other locations with other entities of Agora Group, the data is aggregated for locations: Białystok, Bielsko-Biała, Bydgoszcz, Częstochowa, Gdańsk, Gorzów Wlkp., Katowice, Kielce, Kraków, Lublin, Łódź, Olsztyn, Opole, Płock, Poznań, Radom, Rzeszów, Szczecin, Toruń, Wrocław and Warszawa (Czerska 8/10). No data for Tychy and Zielona Góra (amounts included in cost of rental).

20.4 percent reduction of water consumption and effluent discharge in the office buildings of Agora Group in 2019**Water consumption and effluent discharge in the office buildings of Agora Group**

	2019	2018	YOY
Water consumption/effluent discharge [m3]	17,160	22,592	↓20.4%

Source: data based on invoices

Due to sharing the Warsaw office as well as other locations by Agora S.A. and the other entities of Agora Group, the data is aggregated for locations: Bielsko-Biała, Bydgoszcz, Częstochowa, Gdańsk, Kielce, Kraków, Opole, Szczecin, Wrocław and Warszawa (Czerska 8/10). In the remaining 11 locations no data or amounts included in cost of rental.

The fleet of Agora Group includes 21 cars. Most vehicles run on petrol, some are hybrids.

35.9 thousand litres fuel consumption by vehicles of Agora S.A. in 2019***446.6 thousand km** distance covered by vehicles of Agora S.A. in 2019***WASTE MANAGEMENT**

All entities of Agora Group have signed contracts with waste collection and treatment service suppliers, ensuring that 100 percent of the waste they collect from Agora companies is properly recycled or neutralised. Each of Agora Group businesses has their own waste management system and reports on it to relevant authorities, in accordance with applicable laws and reporting regulations.

In all companies and printing plants of Agora Group, municipal waste undergoes sorting and separate collection, in accordance with the local municipal waste management policies. Therefore, the company does not monitor the weight of its waste output. Hazardous and non-hazardous waste is passed to relevant external waste-disposal contractors who are responsible for their proper handling.

Czerska 8/10 building houses a canteen that generates food waste.

15.1 percent weight decrease of expired and uneaten food**11.7 percent** weight decrease of hazardous waste Czerska 8/10 building**Waste output in buildings managed by Agora S.A. (by weight)**

[Mg]	2019	2018	YOY
Electronics and appliances	5.4	2.4	↑125.0%
Expired and uneaten food	20.3	23.9	↓15.1%
Hazardous waste	27.8	31.5	↓11.7%

Source: contracts with waste collection and treatment service providers.

Increase in the output of electronics and appliances waste was the consequence of replacing computer equipment.

PRINTING SERVICES

Agora S.A. and Agora Poligrafia adopted a special document (Quality Management System Policy) specifying the company's approach to managing their impact on the environment. Printing plants of Agora Group are located in Piła and Warsaw (Agora S.A.) as well as in Tychy (Agora Poligrafia) and are equipped with presses for printing newspapers, magazines and ephemera.

QUALITY MANAGEMENT SYSTEM IN PRINTING PLANTS

Key elements of the policy introduced on 24 July 2018, with respect to the environmental impact are:

- compliance with relevant environmental legal regulations,
- stimulating safe and pro-environmental attitudes and behaviours among the employees through their participation and involvement in pro-environmental activities,
- reducing the consumption of natural resources through: rational consumption of water, reduction in the consumption of electricity and heating, reduction of technological losses,
- waste segregation, reducing waste output and preventing pollution.

The policy was adopted on 24 July 2018 as a revised document was adopted by Agora Group in 2009.

ENVIRONMENTAL GOALS IN PRINT SEGMENT IN 2019:

- effective materials management for reduced electricity consumption and rational water management,
- maintaining electricity and water consumption on projected levels.

ACHIEVEMENT OF ENVIRONMENTAL GOALS IN PRINT SEGMENT IN 2019:

- The process of preparing 'directly-on-press' print plates forms 19 percent of total production – which allows for more effective materials management in Agora plants.

ENVIRONMENTAL GOALS ACHIEVED IN 2019:

- Due to moving production from two printing plants in Piła and Tychy to Warsaw (in the middle of the year) it is not possible to compare environmental impact between 2018 and 2019.
- Reliable data for environmental impact conclusions will be available in 2021, for comparison between 2020 and 2021. Printing plants in Piła and Tychy closed operations in July 2019.

ENVIRONMENTAL GOALS OF THE PRINT SEGMENT IN 2020:

- effective materials management for reduced electricity consumption and rational water management,
- maintaining electricity and water consumption on projected levels.

CONSUMPTION OF ENERGY, WATER, MATERIALS AND SUPPLIES

In 2019 there were no major investment to reduce CO₂ emissions.

Table 1. Electricity, heating and water consumption

	2019	2018	YOY
Electricity [MWh]	7144	6963	↑2.6%
Natural gas* [m3/year]	261,043	263,831	↓1.1%
Heating [GJ]	7037	8298	↓15.2%
Water and effluents from municipal systems [m3]	5813	4516	↑28.7%

Source: data based on invoices. GJ conversion factor 1MWh=3.6GJ.

Materials and supplies as well as technological paper loss in the production of newspapers and magazines

	2019	2018	YOY
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Share of recycled materials in production	51.9%	56.3%	↓4.4 pp
Technological paper loss in the production of newspapers and magazines	1604	1626	↓1.4%

Paper loss was calculated on the base of the volume of sold waste paper. The value is easy to identify and verify in audit, on the basis of documentation. Source: Waste transfer documentation.

51.9 pp average share of recycled materials used in production in Print Segment in 2019

4.4 pp share decrease of recycled materials used in production in Print Segment in 2019

In 2019 printing plants of Agora Group reduced technological paper loss by 22 Mg, which brought paper waste in production down by 1.4 percent. This figure applies to the printing plant in Warsaw.

1.4 pp weight decrease of technological paper loss in 2019

CHALLENGE:

The main supplier of paper for the printing plants decided to stop producing the material in 2020 (made 100 percent of recycled paper). This decision will significantly affect the share of recycled materials for production in 2020.

TRANSPARENCY TOWARDS SHAREHOLDERS

Agora is committed to transparency and equal access to information. These principles are applied in relations with all stakeholders, by providing them with relevant to their needs information about the company.

APPROACH TO MANAGEMENT

Transparency and clarity are the main principles of our communications. As a public company, Agora is obliged to comply with a number of regulations specifying how we inform the public about the company and its operations. To this end we ensure that all stakeholders have equal access to information and develop diverse communication tools. We make every effort to ensure information confidentiality and its proper dissemination inside the organization. To this end we observe the principles of corporate governance and reporting as specified by the regulator.

Agora S.A. is listed on Warsaw Stock Exchange, in indices: WIG, sWIG80, WIG-MEDIA and the RESPECT Index (from 18 Dec. 2017 to 31. Dec. 2019) on the main market, in continuous trading in the Media sector. The company debuted on WSE on 20 April 1999.

As a public company we observe all rules and codes regulating the provision of information.

20 YEARS ON THE CAPITAL MARKET

Over 20 years of Agora's presence on the capital market, the company received a number of prizes and distinctions – domestic and international.

20 April 1999 – Agora debuts at Warsaw Stock Exchange

1999 World Economic Forum grants Agora the title of Emerging Market Leader

2000 Agora among eight global companies awarded by International Shareholder Services for excellent management of a public company in 2000

2000 Agora in top twenty on *Forbes* list of 300 best global SME brands

2001 Agora on *Financial Times* list of top 20 Eastern European brands, based on companies' market value

2001 11th Economic Forum in Krynica names Agora CEE Company of 2000

2001 President of Agora, Wanda Rapaczyńska ranks 11 on The *Wall Street Journal Europe* list of 30 most influential women in business in Europe

2001 President of Agora, Wanda Rapaczyńska on *Business Week* list of 50 Stars of Europe

2001 Agora among top 20 businesses with the highest net profit dynamics in 1998-2000, in ranking delivered by IBnGR for *BusinessWeek/Polska*

2002 Agora distinguished in Central & Eastern Europe Awards 2002 contest of Investor Relations Magazine, in two categories: 'best investor relations corporate site in Central and Eastern Europe' and 'best investor relations in Poland'

2002 in a survey delivered by Pentor Institute for *Puls Biznesu* daily among 150 experts – capital market analysts, investment consultants and brokers, among 202 Polish listed companies Agora topped the 'investor relations' category

2003 *IR Magazine* award for the best investor relations in Poland

2003 WarsawScan 2003 award for the best investor relations among Polish listed companies

2004 *IR Magazine* award for the best investor relations in Poland and investor relations manager in Central and Eastern Europe

2004 Agora named Trustworthy Company by Polish Institute of Directors

2004 Agora receives Bull& Bear Award of Warsaw Stock Exchange *Parkiet* daily for the highest standards of corporate governance

2005 Agora named Trustworthy Company by Polish Institute of Directors

2005 Agora rated A in corporate ranking of Polish Corporate Governance Forum (PFCG) and *Rzeczpospolita* daily

2005 WarsawScan 2005 award for the best investor relations among Polish listed companies

2005 Agora among the best listed companies in a survey delivered by Pentor Institute for *Puls Biznesu*.

2005 Agora receives another award of *IR Magazine* for the best investor relations in Poland in category *IR Magazine* Continental Europe Awards

2005 Agora as Poland's first company outside the financial industry receives ACCA Certification (Association of Chartered Certified Accountants), one of the most prestigious distinctions for employers, recognizing the quality of professional training and development opportunities offered to employees. In 2005 only five Polish firms were holders of ACCA Certificate.

2006 Agora named Trustworthy Company by Polish Institute of Directors

2007 Agora receives Bull& Bear Award of Warsaw Stock Exchange *Parkiet* daily for the highest return among WIG20 companies in 2007.

2008 Agora's 4Q2008 report among the top best quarterly reports among companies in WIG20 index, in the ranking of *Gazeta Giełdy Parkiet*. Agora ranked third in the category of reports with additional presentations and explanations. Analysts rated the quarterly report of Agora the record nine (out of ten points)

2010 Agora tops the ranking of the best managed companies in Media and Communications in the ranking of *Euromoney*

2011 Agora awarded in the *Euromoney* ranking of The Best Managed CEE Companies 2011 (the most cohesive strategy – winner in Media and Communications industry, runner-up in the category of the highest standards of corporate governance, ranked fourth for the most transparent financial reporting)

2013 Agora chosen as Poland's best for adhering corporate governance rules and was listed in the global report *Corporate Governance Report*"

2016 Agora distinguished in the Pearl of Polish Economy ranking of Polish companies organized by *Polish Market* magazine and Collegium of Economic Analysis of Warsaw School of Economics. Agora was recognized in the Big Pearl category

2017 Agora S.A. debuts in Warsaw Stock Exchange RESPECT Index of socially responsible companies

2018 Agora wins Polish Association of Listed Companies Golden Website contest in categories Best IR Service and Leader of Online Communications

2018 Agora S.A. in Warsaw Stock Exchange RESPECT Index of socially responsible companies

2018 Agora S.A. awarded with CSR Leaf of *Polityka* weekly for CSR activities

2019 distinction for Agora Group for 30 years of operations in *Rzeczpospolita* ranking 30 Companies for 30 Years of Democracy

2019 Agora S.A. among the winners of Transparent Company of the Year 2018, the third contest of *Parkiet* daily and the Institute of Accountancy and Taxes, under the auspices of Warsaw Stock Exchange

CORPORATE GOVERNANCE

Corporate governance principles apply to AGORA S.A. and subsidiaries, in which Agora holds a majority stake. They are executed by Members of Management Board of AGORA S.A., directors of businesses and members of governing bodies (Management Board, Supervisory Board, General Meeting of Shareholders) of each entity in which Agora holds a majority stake, as well as Legal Department of the capital group.

As a public company, Agora is under obligation to inform the market about any events relevant to Agora and entities in its capital group, that might affect the investment decisions of current or potential shareholders.

PRINCIPLES APPLICABLE TO AGORA GROUP

As part of internal regulations Agora implemented: *Rules of access to confidential information and Agora procedure for the circulation of sensitive information*, as well as publication of dates of Agora financial statements and *Regulations for making exchange transactions by persons who due to their position, they have access to confidential information* and *Rules of providing information to the Financial Supervision Authority (KNF) and Agora*.

We ensure equal access to information. Hence all data falling under the following categories: confidential information, proprietary information, information of special importance, financial performance data and information about the results of particular projects, information about the strategy, organizational changes, motivation schemes and HR, new products or services, other corporate subjects, are protected and can only be made public in a procedure specified in Agora SA Procedure for the Circulation of Sensitive Information.

With respect to all employees of Agora Group, we take every measure to eliminate the possibility of conflict of interest or any actions that might violate the non-competition clause.

Our priorities are transparency in relations with the market, communications with shareholders and investors, as well as non-discrimination in providing access to information served in an accessible form. We make every effort to issue current and periodic reports, financial statements as well as Management Board reports on the operations of Agora and non-financial statements with proper diligence, timely and in accordance with international reporting standards. We develop and streamline channels of communication with stakeholders.

RULES OF COMMUNICATIONS

We continue to take every measure to ensure communications consistency and equal access to information about Agora as a publicly listed company. To this end we have appointed individuals to handle contacts with the media and public relations communications, including the Corporate Communications Department. Employees and collaborators should not contact the media and pass any information about the company, comment Agora's business operations, also in their capacity as a private individual. Our information policy is determined by: General principles of contacts with the media for the employees and collaborators of Agora Group.

GOVERNING BODIES

The company's governing bodies are: Supervisory Board, Management Board and General Meeting of Shareholders. Competence scopes and codes regulating the operations of the governing bodies are detailed in the organization's Statutes available on www.agora.pl.

ORGANIZATIONAL STRUCTURE

GENERAL MEETING OF SHAREHOLDERS:

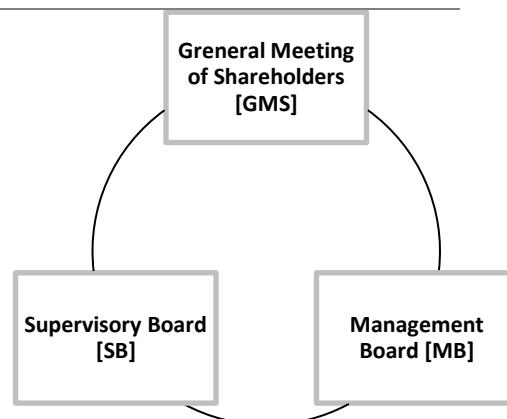
- Elects members of SB. Approves performance of SB annually.
- Elects members of MB. Acknowledges the fulfilment of duties by MB.

SUPERVISORY BOARD:

- Reports to GMS annually. Authorised to convene the GMS.
- Supervises the operations of MB.

MANAGEMENT BOARD:

- Reports to GMS annually. Authorised to convene the GMS.
- Submits a detailed report to SB quarterly.



MANAGEMENT BOARD

The Management Board of Agora S.A. may comprise of three to six people.

The Management Board operates on the daily basis according to the rules set out in the Company's Statute and its By-laws. Members of the Management Board meet regularly at least once a week on formal sessions. All decisions of the Management Board are made collectively. However, each member of the Management Board personally manages relevant areas of the Group's operations. In 2019 Management Board of Agora S.A. had five members.

MANAGEMENT BOARD OF AGORA S.A. IN 2019

- Bartosz Hojka – President of Board,
- Tomasz Jagiełło – Member of MB,
- Agnieszka Sadowska – Member of MB,
- Anna Kryńska-Godlewska – Member of MB,
- Grzegorz Kania – Member of MB,

The composition of the Management Board has did not change until the publication date of the report – 13 March 2020.

BY-LAWS OF ORGANIZATION AND FUNCTIONING OF THE MANAGEMENT BOARD

Operating principles of Management Board of AGORA S.A. are specified in *By-laws of Organization and Operation of the Management Board* – a document that specifies all rules and mode of operations of Management Board of AGORA S.A.

SUPERVISORY BOARD

The Supervisory Board consists of minimum five and maximum six members. The rules governing the Supervisory Board's activities are set in details in the Company's Statutes.

SUPERVISORY BOARD OF AGORA S.A. UNTIL 12 JUNE 2019:

- Andrzej Szlęzak – Chairman of the Supervisory Board
- Wanda Rapaczynski – Member of SB^[1-12 SEP]
- Dariusz Formela – Member of SB^[1-12 SEP]
- Tomasz Sielicki – Member of SB
- Andrzej Dobosz – Member of SB
- Maciej Wiśniewski – Member of SB^[1-12 SEP]

SUPERVISORY BOARD OF AGORA S.A. SINCE 12 JUNE 2019:

- Andrzej Szlęzak – Chairman of the Supervisory Board
- Tomasz Karusewicz – Member of SB,
- Dariusz Formela – Member of SB,
- Wanda Rapaczynski – Member of SB,

- Tomasz Sielicki – Member of SB,
- Maciej Wiśniewski – Member of SB.

The composition of the Supervisory Board did not until the publication date of the report – 13 March 2020.

THE INDEPENDENCE CRITERIA FOR SUPER MEMBERS OF SUPERVISORY BOARD

Members of Supervisory Board represent various areas of knowledge and have extensive professional experience, which allows them to view operations of the company and Agora Group at large from a broader perspective. Members of Supervisory Board are able to devote necessary time to fulfil their duties. Pursuant to the provisions of the company's statutes, at least half of the board members will meet the independence requirements set out in § 20, section 4. All members of the Supervisory Board of Agora S.A. meet the criteria of an independent Member of the Supervisory Board indicated in § 20, section 4 of the Company Statutes.

In accordance with their statements, the following Members of the Supervisory Board of Agora SA: Andrzej Szlęzak, Andrzej Dobosz, Dariusz Formela, Tomasz Sielicki, Maciej Wiśniewski, meet the independence criteria of a member of the Supervisory Board, defined by the European Commission in Annex II to the European Commission Recommendation 2005/162 / EC of on February 15, 2005 regarding the role of non-executive or supervisory directors of listed companies and committees of the (supervisory) board.

In line with the Code of Good Practices of WSE Listed Companies, at least two Members of Supervisory Board fulfil the independence requirement.

Members of Supervisory Board receive regular reports on all necessary information about the operations of Agora and Agora Group. Additionally, Agora provides Supervisory Board with access to professional, independent advisory services (within the financial capacity of the company) that might, as seen by Supervisory Board, be necessary to exercising effective supervision over the company.

Members of the Supervisory Board of Agora S.A. do not engage in a competitive activity against Agora SA. and they do not participate in a competitive company as a partner in a civil law partnership, partnership or as a member of the competitive body of a capital company or a member of the body of any competitive legal entity. They are not entered in the Register of Insolvent Debtors maintained pursuant to the Act on the National Court Register, nor have they been sentenced by a valid judgment for offenses specified in the provisions of the Penal Code and the Commercial Companies Code. Members of the Supervisory Board of Agora S.A. did not perform managerial or supervisory functions in entities which were in bankruptcy or liquidation during their term of office, were not deprived by the bankruptcy court of the right to run a business on their own account and as a member of the supervisory board, representative or proxy in a commercial company, state enterprise, cooperative, foundation or association.

COMMITTEE AND COMMISSION ESTABLISHED WITHIN THE SUPERVISORY BOARD

There is one committee and one commission operating within the Supervisory Board: Audit Committee, and Human Resources and Remuneration Commission established in compliance with the Company Statutes, performing advisory role to the Supervisory Board. As at the date of submission of this Report (13 March 2020), the Committee and Commission are composed of the following members:

AUDIT COMMITTEE:

- Dariusz Formela, Chairperson of the Audit Committee, an independent member of the Supervisory Board with knowledge and skills in the field of accounting acquired in the course of current professional activity,
- Tomasz Sielicki, a member of the Supervisory Board with knowledge about the business which the Company operates ,
- Maciej Wiśniewski, an independent member of the Supervisory Board with knowledge and skills in the field of accounting acquired in the professional education in the Faculty of Finance and Banking at the Warsaw School of Economics and the Faculty of Finance at London Business School as well as in the course of current professional activity.

Competences and procedures of the Audit Committee were set with the By-laws of Audit Committee, is available on: www.agora.pl. The Audit Committee is responsible for monitoring financial reporting of the Company and the Agora Group, as well as financial audit activities, performing supervisory functions with respect to monitoring of internal control systems, internal audit and risk management, and performing supervisory activities with respect to monitoring the independence of external auditors. In order to exercise its powers, the Audit Committee may require the Company to provide certain information on accounting, finance, internal audit and risk management that is necessary for the performance of the Audit Committee's activities, and may examine the Company's documents. The meetings of the Audit Committee are convened when necessary, but at least four times per year. In 2019 the Audit Committee was convened ten times. Meetings of the Audit Committee are convened by its chairman on his own initiative or at the request of a member of the Audit Committee, as well as at the request of the Management Board, internal or external auditor.

Meetings of the Audit Committee may also be convened by the Chairman of the Supervisory Board. The Audit

Committee submits to the Supervisory Board its motions, positions and recommendations in time for the Supervisory Board to take appropriate actions, as well as annual and half- yearly reports on its activities in a given financial year and an assessment of the Company's situation in the areas within its competence.

HUMAN RESOURCES AND REMUNERATION COMMISSION:

- Maciej Wiśniewski - Chairperson of the Human Resources and Remuneration Commission,
- Dariusz Formela,
- Tomasz Karusewicz,
- Andrzej Szlęzak.

In accordance with the By-laws of the Human Resources and Remuneration commission (available on www.agora.pl) responsibilities of the Commission include periodic assessment of the principles of remuneration of the Management Board members and providing the Supervisory Board with appropriate recommendations in this respect, making recommendations regarding the amount of remuneration and granting additional benefits to individual members of the Management Board for consideration by the Supervisory Board. When submitting the above recommendations to the Supervisory Board, the Commission should specify all forms of remuneration, in particular the fixed remuneration, the performance-based remuneration system and severance pay. Additionally, the Committee's competencies include advising the Supervisory Board on the selection criteria and the procedures for appointing Management Board members in cases provided for in the Company's Statutes, advising the Supervisory Board on the procedures to ensure proper succession of Management Board members in cases provided for in the Company's Statutes. Meetings of the Human Resources and Remuneration Commission are held as frequently as needed to ensure its proper operation, at least once a year. Meetings of the Commission are convened by its Chairperson on his/her own initiative or at the request of a member of the Commission, Supervisory Board or of the President of the Company's Management Board. Meetings of the Commission may also be convened by the Chairman of the Supervisory Board. The Commission submits to the Supervisory Board its motions, positions and recommendations in time for the Supervisory Board to take appropriate actions, as well as annual reports on its activities in a given financial year and an assessment of the Company's situation in the areas within its competence. Five meetings of the Commission were held in 2019.

GENDER STRUCTURE IN THE GOVERNING BODIES OF AGORA S.A. [1 SEP]

With respect to the diversity recommendation and equal membership of women and men in the governing bodies, Management Board of Agora pointed out that they do not have influence over the selection of their members. Under the diversity policy adopted by Agora Group, the choice of candidates to any positions in the discretion of the Management Board is determined primarily by criteria such as knowledge, experience and skills necessary for filling the position. Application of this principle to all employees of Agora Group allows for a healthy functioning of the organization and embracing new business challenges.

Selection procedure for the Supervisory Board is specified in the Company's Statutes and other relevant laws and regulations. The Company has limited influence on the composition of the supervisory body as well as its activities.

The procedure of appointing Members of the Management Board is also specified in the Statutes of Agora Group. Only holders of A series shares have authority to nominate candidates. In the opinion of the company, priority criteria for selecting candidates are high qualifications, professional experience in Agora Group's core businesses and technical expertise to perform the responsibilities of Management Board Member.

Members of the Management Board have complementary experiences and skills. They are graduates of: Warsaw School of Economics, Silesian, Łódź and Edinburgh Universities, Wrocław Technical University, Warsaw Technical University, French Institute of Management, Harvard Business School (post-graduate courses), Wrocław University of Economics, School of Business of Warsaw Technical University.

It should be noted that the key aspect in the process of selecting governing executives and key managers is to ensure breadth and diversity, in particular in the area of professional experience, age, education and gender. The priorities are high qualifications and professional experience as well as expertise necessary to perform the function in question.

Gender structure in the governing bodies of agora S.A.

	Management Board		Supervisory Board	
As of end of year	2019	2018	2019	2018
Men	3	3	5	5
Women	2	2	1	1

GENERAL MEETING OF SHAREHOLDERS

General Meeting of Shareholders of Agora S.A. is convened and arranged in accordance with the procedure and the rules provided for in the Commercial Companies Code, inter alia it approves the Company's financial statements decides about profit distribution or covering the loss, approves the performance of the members of the Company's

governing bodies. The rules regarding the general meeting of shareholders are described in detail in §§ 13 - 17 of the Company's Statutes and the By-laws of the general meeting of shareholders (available on www.agora.pl). The Company informs about the dates of the consecutive general meetings of shareholders according to the law regulations, i.e. by the means of the regulatory filing.

SHAREHOLDERS

According to the formal reports from shareholders, in particular under Article 69 of the Act of 29 July 2005 on Public Offering, Conditions Governing the Introduction of Financial Instruments to Organized Trading and Public Companies, as of the day of the report the following shareholders were entitled to exercise over 5 percent of voting rights at the General Meeting of the Company:

Ownership structure

	number of shares	% of share capital*	number of votes at GM	% share of votes at GM*
Agora-Holding Sp. z o.o	5,401,852	11.60%	22,528,252	35.36%
Class-A shares (preferred)	4,281,600	9.19 percent	21,408,000	33.60 percent
Powszechne Towarzystwo Emerytalne PZU S.A. (OFE PZU Złota Jesień and DFE PZU) (1)	7,594,611	16.30%	7,594,611	11.92%
including OFE PZU Złota Jesień	7,585,661	16.28 percent	7,585,661	11.91 percent
Media Development Investment Fund, Inc. (2)	5,350,000	11.49%	5,350,000	8.40%
Nationale-Nederlanden Powszechne Towarzystwo Emerytalne S.A. (3)	4,493,055	9.65%	4,493,055	7.05%
Free float	23,741,313	50.97%	23,741,313	37.27%
Share capital	46,580,831	100%	63,707,231	100%

(1) number of shares according to the shareholder's notification – as at 27 December 2012 ^[1] _[SEP]

(2) as in formal notification of 6 June 2016

(3) as in formal notification of 9 June 2016

As at 15 December 2017

* proportion of voting rights and percentage of share capital of Agora S.A. were recalculated by the Company after registration of the reduction of Company's share capital on 23 August 2018.

Management Board of AGORA S.A. holds no information about contracts that might affect the distribution of shares among current shareholders in the future.

TRANSPARENCY AND REPORTING

Agora fully recognizes the importance of the corporate governance rules and their role in enhancing the transparency of public companies. The company is therefore committed to observing them in day-to-day operations. ^[1] _[SEP] The company makes every effort to ensure proper communications with investors and shareholders and a transparent information policy. We have also adhered to the code of best practices of companies listed on Warsaw Stock Exchange since the first edition of *Code of Best Practice for WSE Listed Companies* in 2002.

REPORT AND ANNOUNCEMENT ON THE ADHERENCE TO CORPORATE GOVERNANCE PRINCIPLES

Agora S.A. issues reports and announcements on the adherence to corporate governance principles by Agora S.A. The document includes information about: compliance with the good practices code of WSE listed companies as well as internal controls and risk management rules, policy of remuneration of key managers, diversity policy and social and sponsoring activities policy in Agora.

The announcement and report on the adherence to corporate governance principles by Agora S.A. in 2019 can be found on: www.agora.pl.

SUPERVISORY BOARD REPORT

Every year Supervisory Board reports on their operations in the current financial year. 2019 report included information about: composition of Supervisory Board and its committees, fulfilment by Members of SB of the independence requirement, number of meetings of SB and its committees in the reporting period and self-assessment of SB's performance. Supervisory Board also submits their evaluation of the fulfilment by the company of the WSE corporate governance code and regulations regarding submitting current and periodic information by issuers of securities, as well as evaluation of the rationality of the company's sponsoring, charity and similar activities, or information about the absence of such policies.

In the event of any relations of a SB Member with a shareholder owning more than five percent of total shares, they are obliged to inform Members of Management Board and other Members of Supervisory Board about the fact. The same obligation applies in the event of an existing or potential conflict of interests.

RECOMMENDATIONS FOR BEST PRACTICE FOR LISTED COMPANIES

In terms of the information policy pursued, the Company complies with the recommendations by providing anyone interested with an easy and non-discriminatory access to information through a variety of communication tools.

The Company operates a corporate website and publishes on it, in a legible form and in a separate section, information required under the legislation and detailed rules of the Code of Good Practice, as well as other corporate documents aimed at presenting the Company's business profile as broadly as possible to all interested parties. Although Agora S.A.'s shares are not qualified for the WIG20 and mWIG40 indices, the Company provides all the above information and documents also in English.

In addition, the Company operates a mobile version of the investor relations service and Agora's press office, as well as the Company's Twitter account, thus ensuring access to information on an ongoing basis. The Company ensures direct and personal contact with employees of the Investor Relations Department and representatives of the Company's Management Board. The Company also offers a subscription to the corporate newsletter containing selected corporate information or press releases. Additionally, the Company is engaged in industry-focused mailing activities, providing reports on individual media segments. On its website, the Company also publishes reports on compliance with corporate governance rules and information on the policy for changing the entity authorized to audit financial statements. Where the Company becomes aware that untrue information is disseminated in the media, which may significantly affect its evaluation or image, the Management Board of the Company, as soon as such information is known, decides how to respond to such information in the most effective way – whether by publishing a statement on the Company's corporate website or by using other, selected solutions, where such solutions are considered more appropriate due to the nature of the information and the circumstances in which such information is published.

The Company makes every effort to prepare and publish periodic reports as soon as possible after the end of a reporting period, taking into account the complexity of the Company's capital structure. The Management Board of Agora S.A. regularly meets with representatives of the capital market and the media at meetings held after the publication of quarterly results. These meetings are also broadcast online so as to enable all those who could not appear personally to follow the course of such a meeting, as well as to ask questions by e-mail.

The Company's Management Board and Supervisory Board act in the interest of the Company. The Management Board and the Supervisory Board have members who represent high qualifications and experience.

Serving on the Management Board of the Company is the main area of the professional activity of Management Board members. The division of responsibilities for individual areas of the company's activity among Management Board members is published by the Company on its corporate website. As part of the division of duties between members of the board in 2019, one of them also served as the president of the management board of the subsidiary Helios S.A., which is part of the business segment directly supervised by him. It is currently the largest enterprise in the scale of the Group. In the opinion of the Management Board, this supports the effective implementation of the development plan of the Movies and Books segment, as well as the entire enterprise of the issuer.

The Company's Supervisory Board has no control over the selection of candidates to the Management Board of the Company. Candidates for members of the Management Board are nominated by shareholders holding series A shares, while the Management Board members are appointed by the General Meeting (with the reservation that Management Board members may be co-opted in accordance with the Statutes). Nevertheless, when assessing the performance of individual members of the Management Board after the end of each financial year, the Supervisory Board discusses the professional plans with each of the Management Board members in order to ensure efficient operations of the Management Board.

Members of Agora's Supervisory Board represent diversified fields of expertise and many years of professional experience allowing them to look at issues related to the Company's and the Group's operations from a broader perspective. Supervisory Board representatives are able to devote the time necessary to perform their duties. If a Supervisory Board member resigns or is unable to perform his or her duties, the Company immediately takes steps necessary to ensure substitution or replacement on the Supervisory Board, provided that members of the Supervisory Board are appointed by the General Meeting. In accordance with requirements of the Code of Best Practice, at least two members of the Supervisory Board meet the criteria of being independent.

Members of the Company's Supervisory Board receive all necessary information on the Company's and Group's operations on an ongoing basis. In addition, the Company allows its Supervisory Board to use professional and independent advisory services (taking into account the Company's financial position) necessary for the Supervisory Board to exercise effective supervision in the Company.

The Supervisory Board of Agora did not depart from any of the Good Practices applied by members of the supervisory boards. As part of its responsibilities, the Board prepares a brief assessment of the Company's standing, including an evaluation of the internal control, risk management and compliance systems and the internal audit function. The aforesaid assessment covers all significant controls, in particular financial reporting and operational controls. This assessment is published by the Company together with all materials related to the general meeting on the Company's corporate website.

At the same time, the Supervisory Board reviews and issues opinions on matters to be discussed at the general meeting. Representatives of the Supervisory Board always participate in the General Meeting in a composition enabling them to answer any questions from shareholders, to the extent permitted by the applicable law. In 2019, the Supervisory Board was represented at the General Meeting by its Chairman, Mr. Andrzej Szlęzak.

Each year, the Supervisory Board also prepares a report on its activities in the financial year. The Board will also prepare the report on its activities in 2019. This report will comprise information on: composition of the Board and its Committees, the Board members' fulfilment of the independence criteria, number of meetings of the Board and its Committees in the reporting period and self-assessment of the Supervisory Board's performance. The Supervisory Board will also present its assessment of the company's compliance with the disclosure obligations concerning compliance with the corporate governance principles defined in the Exchange Rules and the regulations on current and periodic reports published by issuers of securities, as well as an assessment of the rationality of the company's policy for sponsorship, charity or other similar activities or information about the absence of such policy.

Where there is any relationship between a member of the Supervisory Board and any shareholder who holds at least 5% of the total vote in the company, such member notifies the Company's Management Board and other members of the Supervisory Board of this fact. On September 5, 2019, Mr. Tomasz Karusewicz, acting on the basis of detailed principle II.Z.5 of the Good Practices of WSE Listed Companies 2016 (hereinafter: "DPSN 2016") submitted a declaration of non-compliance with the independence criteria indicated in principle II.Z.4 DPSN 2016, which makes the criterion of compliance with independence, in particular, subject to: (i) meeting the requirements set out in Annex II to the European Commission Recommendation 2005/162/EC of February 15, 2005 regarding the role of non-executive or supervisory directors of listed companies and board committees (supervisory) and (ii) compliance with the requirement of being unrelated to a shareholder holding at least 5% of the total number of votes in the company. Bearing in mind the connection of Mr. Tomasz Karusewicz with Universal Pension Company PZU SA, i.e. a shareholder holding over 5% of votes at the general meeting of Agora SA, the Supervisory Board of the Company adopted on September 5, 2019, Resolution No. 4, in which Mr. Tomasz Karusewicz was found not to meet the abovementioned independence requirements. The same happens in the event of a conflict of interest or the possibility of its arising.

The same applies if there is a conflict of interest or a potential conflict of interest.

CODE OF BEST PRACTICES FOR WSE LISTED COMPANIES

Agora S.A. complies with the corporate governance code set out in the document *Code of Best Practice for WSE Listed Companies 2016* (Code of Best Practice) and observed relevant international standards. Company continued to strive for the highest standards of corporate governance and observe the principle of limited communication with the capital market in blackout periods, i.e. before the publication of Agora Group's financial results. Agora knows and respects the regulations relevant to trading Agora's financial instruments.

The Code of Best Practice was adopted by resolution No 26/413/2015 of the WSE Board dated 13 October 2015. The Management Board of the Company exercises due care in order to observe the principles of the Code of Best Practice. The Code of Best Practice has been published on the WSE's website (<https://www.gpw.pl/dobre-praktyki>). Good Practices are grouped into six areas: information policy and communication with investors, Management Board and Supervisory Board, internal systems and functions, General Meeting of Shareholders and relations with shareholders, conflict of interests and transactions with affiliated entities, remuneration. The document contains: 20 recommendations (R) and 70 detailed guidelines (Z).

In 2019, the Company complied with all rules set out in the Code of Best Practice. The recommendation on providing shareholders with the possibility to participate in general meetings using electronic communication means (IV.R.2), as regards enabling shareholders to participate through real-time bilateral communication where shareholders may take the floor during a general meeting from a location other than the general meeting, was complied with by means of a dedicated e-mail address.

Agora has provided real-time broadcasts of General Meetings of Shareholders in Polish and English. In 2019 Agora provided shareholders with the channel for real-time two-way communication through a dedicated e-mail address. Due to significant financial and technological considerations, as well as potential legal barriers, Agora does not offer shareholders the opportunity to execute, personally or via a proxy, the right to vote in GAM via electronic channels.

AGORA S.A. IN RESPECT INDEX

From 2017 until 31 Dec. 2019 Agora S.A. was included in RESPECT Index of Socially Responsible Businesses of Warsaw Stock Exchange. WSE announced the 12th RESPECT report on 12 December 2018. In 2019 WSE announced the intention to withdraw from publishing RESPECT index on 31 Dec. 2019.

In an official notice addressed to the capital market, WSE stated that after ten years, RESPECT Index fulfilled its educational purpose and drew the attention of issuers and the entire capital market to the benefits from conducting operations in a socially and environmentally responsible manner. On 3 September 2019 WSE launched WIG-ESG. The new index includes all companies from WIG20 and mWIG40, their weights will depend on the number and value of free-float shares, but these will be adjusted for ESG ratings and an assessment of compliance with the principles laid down in Best Practice for WSE Listed Companies 2016. Additionally, since the first publication, WIG-ESG has become a base for a passive fund launched by NN Investment Partners TFI.

Due to the fact that Agora S.A. is not listed in the main indices WIG20 and mWIG40, as of the day of the publication of this report, it has not been listed on WIG-ESG.

Inclusion in RESPECT Index is a proof of Agora's commitment to ESG aspects (Environmental, ^[1]SEP, Social and Governance).

RESPECT Index was the first index of responsible companies created in Central and Eastern Europe. The project was launched by Warsaw Stock Exchange in 2009 when the first portfolio was published. RESPECT includes both Polish and foreign companies listed on the WSE Main Market with than the market average expressed in the WIG index. RESPECT companies were selected from those listed at the WSE Main Market, with highest trading liquidity, included in the following indices: WIG20, mWIG40 and sWIG80. After completion of the three-step validation process carried by Warsaw Stock Exchange and Polish Association of Listed Companies, the new list of RESPECT brands was compiled, with companies whose market communications are impeccable, conducted through current and periodic reports and their corporate websites. The third condition was socially responsible behaviour towards the environment, community and employees, analysed on the basis of a questionnaire verified by the project auditor.

Shares of companies in the index were calculated following the same principle as the other WSE indices, on the basis of the number of free-floating shares, with the share of major companies in the index capped at 25 percent when the RESPECT had fewer than 20 underlying companies and to 10 percent when the number exceeded 20. More on: <http://www.odpowiedzialni.gpw.pl>

COMMUNICATION WITH CAPITAL MARKETS

Communications of AGORA S.A. with all stakeholders, including investors, analysts, shareholders and other members of the capital markets is of crucial importance and is always conducted with transparency and integrity.

Agora regularly organizes meetings for investors, shareholders and the media, with presentations of the group's financial results. At least four such meetings for investors and journalists are held each year. To provide equal access to information, Agora streams the reporting sessions with simultaneous translation to English, On-site as well as online participants can join Q&A session with the members of Management Board of Agora.

The same formula applies also to ordinary and extraordinary General Meetings of Shareholders that are announced in advance, to allow time for proper preparation for shareholders before meeting representatives of Agora.

Additionally, at least once a year representatives of the capital market and the media are invited to participate in Agora Open Day, when they can interview managers of the group's businesses.

Members of Management Board and Investor Relations regularly attend domestic and foreign conferences and other events organized by *sell side*, sharing information about the company, market segments in which Agora operates and presenting materials developed especially for this purpose. To provide better insight into the company's situation, Agora offers analysts and investors market and industry reports and analyses as well as the possibility of face-to-face contact with the representatives of investor relations, corporate communications and the company's Management Board.

To ensure two-way dialogue, Agora develops intuitive communication tools and offers ready access to information (newsletters, mobile website, Twitter account (@Agora SA) and LinkedIn, mailing of industry-specific reports on specific segments of the company's operations).

Channels of communication with the market also include collecting investor feedback, through individual interviews by the members of Investor Relations team.

DIALOGUE WITH INVESTORS

Investor relations are an element of building the Company's value on the capital market. Agora stays in touch with representatives of the market and is thus viewed as one of the most transparent companies in the market. Shareholders, investors and analysts actively trace the updates from Agora. Indeed, contacts are often initiated by the stakeholders who value speedy and informative responses and the always open, wide communication channel of communication with Investor Relations of Agora.

Agora also instantly responds to all queries from stakeholders, particularly investors or the media, and monitors standard and social media.

GOOD PRACTICE

AGORA DISTINGUISHED FOR COMMUNICATIONS WITH CAPITAL MARKET

In 2019 Agora returned to the group of winners of the prestigious Golden Website competition organized by Polish Association of Listed Companies on categories Best IR Service and Leader of Online Communications. The awards attest to high quality of Agora's investor relations and communications with the capital market and prove high confidence in the company on the part of stakeholders

GOOD PRACTICE

AGORA NAMED TRANSPARENT BRAND OF 2018

Agora S.A. was among the winners of the title Transparent Company of the Year 2018. This is the third edition of the ranking organized by *Parkiet* daily and the Institute of Accountancy and Taxes under the honorary patronage of the Warsaw Stock Exchange. The award ceremony was held on May 20, 2019 in Warsaw.

Transparent Company of the Year 2018 ranking was based on a survey that covered following areas: financial reporting, investor relations and corporate governance principles. The companies from indexes: WIG20, mWIG40 and sWIG80 received a special questionnaire with an invitation to complete it in order to be included in the ranking. 64 companies participated in the survey - 15 from WIG20, 23 from mWIG40 and 26 from sWIG80.

Agora received the Transparent Company of the Year 2018 title for the highest number of points (32) among companies from the sWIG80 index.

The organizers of the Transparent Company of the Year 2018 ranking are: *Parkiet* daily's editorial team and the Institute of Accountancy and Taxes. The honorary patron is the Warsaw Stock Exchange and the substantive partner is Wierzbowski and Partners Legal Advisors and Advocates.

NON-FINANCIAL RISKS

Agora Group regularly monitors and evaluates risks involved in current operations. The table below presents key non-financial risks:

- Economic and legal,
- Labour practices,
- Supply chain and relations with clients,
- Environmental,
- Industry-specific risks (mass media),
- Human rights,
- Corruption,
- Social activity.

Measures to mitigate the above risks are discussed in relevant sections of Agora Group Responsibility Report 2019 and in the section **STRATEGIC APPROACH TO CSR**.

Map of non-financial risks

RISK	MAP OF RISKS	MANAGEMENT
ECONOMIC AND LEGAL RISKS	<p>Key risks in this are:</p> <ul style="list-style-type: none"> ▪ macroeconomic risk – dependent on the economic situation at large, demand for products and services, ▪ seasonality of advertising and cinema spending and revenue ▪ changes in the advertising market structure, ▪ changing global media consumption trends, ▪ risk resulting from changing preferences of consumers and advertisers, ▪ risk involved in conducting concession-based operations (radio), ▪ risk of breaches of the law or internal codes, ▪ risk of abrupt changes in relevant legislation 	<p>Agora Group actively tracks and analyses market trends and our habitat, develops regular analyses of the business environment, advertising and media markets for strategic planning of operations. Operations of Agora Group are determined by a business strategy that is monitored and regularly verified.</p> <p>In their licensed and other media operations, the media of Agora Group committed to complying with relevant regulations, industry standards and self-imposed internal codes.</p> <p>More in sections:</p> <p>→ ETHICS AND COMPLIANCE</p> <p>→ TRANSPARENCY</p>
LABOUR PRACTICES	<p>Labour practices represent one of responsible business priorities to Agora Group. Agora takes measures to minimize the following risks in this area:</p> <ul style="list-style-type: none"> ▪ risk of losing key employees and loss of competence, ▪ employee turnover risk (cost of recruiting new employees), ▪ risk of unequal treatment of employees (remuneration, training and promotion opportunities, etc.), ▪ risk of collective grievances and labour - management conflicts. 	<p>As an employer, Agora Group monitors employee turnover figures and adopts solutions to ensure retention of the best employees.</p> <p>Anti-discrimination and Anti-mobbing Policy and Whistleblowing System were introduced by Agora to reduce discrimination-related risks.</p> <p>Management Board of Agora appointed a plenipotentiary for contacts with trade unions and Anti-mobbing and Anti-discrimination Officer. Employees are consulted on all employee-related matters as they arise.</p> <p>Agora Code of Ethics lists principles that apply to all employees and collaborators of Agora in selected areas and contexts.</p> <p>More in sections</p> <p>→ WORKPLACE</p> <p>→ DIVERSITY</p> <p>→ ETHICS AND COMPLIANCE</p>
RISKS RELATED TO HUMAN RIGHTS	<p>Agora Group also has internal solutions in place: policies, rules and codes, that regulate issues related to the protection of human</p>	<p>Anti-discrimination and Anti-mobbing Policy and Whistleblowing System were introduced by Agora to reduce discrimination-related risks.</p>

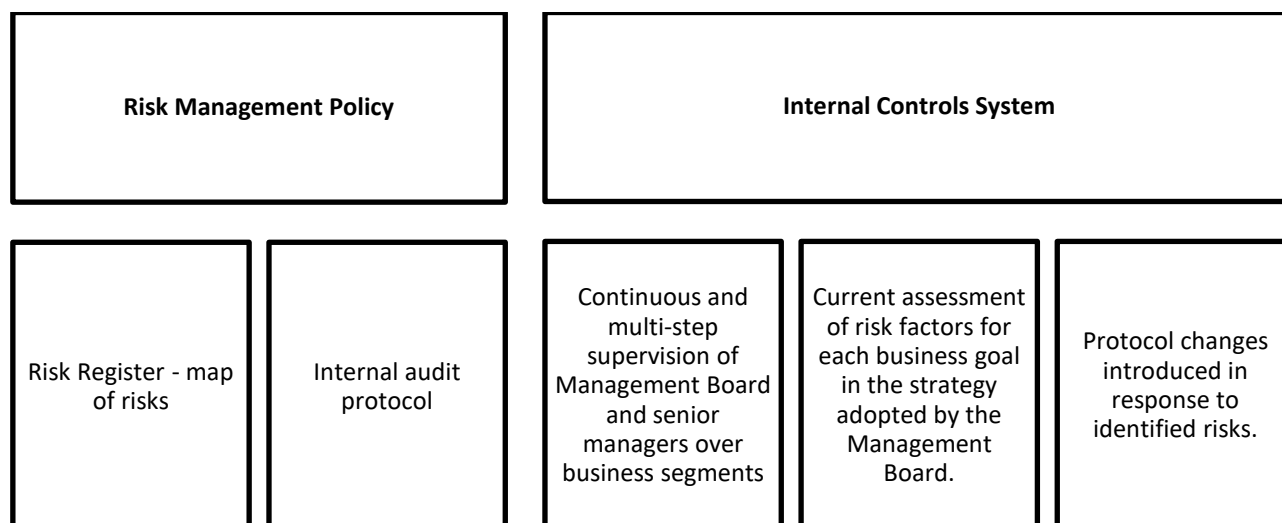
	<p>rights. We monitor their application on a regular basis. Key risks in the area are:</p> <ul style="list-style-type: none"> ▪ risk of misconduct (discrimination, mobbing), ▪ risk of reduced freedom of association and collective bargaining or lack thereof, ▪ drastic violation of human rights among Agora's suppliers. 	<p>Management Board of Agora appointed a plenipotentiary for contacts with trade unions. The employees are consulted on all employee-related matters as they arise.</p> <p>Agora S.A. adopted Code of Conduct for Suppliers and Contractors of Agora to ensure compliance and responsibility of all suppliers and partners of Agora.</p> <p>Agora Code of Ethics lists principles that apply to all employees and collaborators of Agora in selected areas and contexts.</p> <p>More in sections</p> <p>→ WORKPLACE</p> <p>→ DIVERSITY</p> <p>→ ETHICS AND COMPLIANCE</p>
INDUSTRY-SPECIFIC RISKS (MASS MEDIA)	<p>In the contemporary world, mass media play a vital role in informing and driving opinions. Social and economic change is accompanied by transformations in the mass media and dynamic development of social media.</p> <p>Challenges faced by the media industry:</p> <ul style="list-style-type: none"> ▪ manipulation of communication ('post-truth'), ▪ information source reliability, independence, ▪ transparency, ▪ reliability. <p>Sector-specific risks:</p> <ul style="list-style-type: none"> ▪ lack of transparency, ▪ loss of public trust, concession-based operations. <p>Risk involved in conducting concession:</p> <ul style="list-style-type: none"> ▪ loss of concession, ▪ penalties. 	<p>In their licensed and other media operations, Agora Group media are committed to complying with relevant regulations, industry standards and self-imposed internal codes.</p> <p>Agora Group media are committed to educating the industry and offering our journalists in-house opportunities for increasing their competences.</p> <p>Agora Code of Ethics lists principles that apply to all employees and collaborators of Agora in selected areas and contexts.</p> <p>More in sections:</p> <p>→ WORKPLACE AND HUMAN RIGHTS</p> <p>→ ETHICS AND COMPLIANCE</p> <p>→ RELATIONS WITH CUSTOMERS, CLIENTS AND SUPPLIERS</p>
ENVIRONMENTAL RISKS	<p>Due to the character of the company's operations (predominantly services), environmental aspects are not perceived by The Agora Group as priority risk areas. Nevertheless, the company is aware of the risks associated with its operations, predominantly with the printing, cinema, food services, outdoor advertising and building administration. The main risk areas are :</p> <ul style="list-style-type: none"> ▪ operational risk related to current operations and negative environmental impact, ▪ increased operational costs. 	<p>Agora regularly estimates and introduces measures to reduce our impact on the environment. In 2019 Management Board of Agora adopted <i>Environmental Policy</i>, a document that outlines the company's approach to the management of environmental impact and applies to all employees and collaborators. It specifies Agora's environmental impact plans.</p> <p>More in section</p> <p>→ ENVIRONMENTAL IMPACT</p>
RISKS RELATED TO SUPPLY CHAIN AND RELATIONS WITH CLIENTS	<p>Key areas of product responsibility relevant to Agora Group are marketing communications, complaint procedures and protecting customer privacy and personal information. Key areas of risk are:</p> <ul style="list-style-type: none"> ▪ breaches of relevant laws or self-imposed internal regulations, such as data leaks or unauthorised use of data or content. <p>Risks involved in such situations are</p>	<p>Agora S.A. introduced a set of procedures for suppliers and contractors, to ensure compliance and responsibility of all suppliers and business partners of Agora.</p> <p>User and client satisfaction is monitored and the customer complaint system is expanded and streamlined. Agora introduced new procedures, monitors the processing of complaints and makes necessary improvements whenever necessary.</p>

	<p>financial (fines, penalties) and reputational,</p> <ul style="list-style-type: none"> ▪ risk related to responsibility in the entire supply chain, ▪ risks related to failure to provide proper protection of customers' personal data. 	<p>Agora printing plants adopted Quality Management System to continue quality improvement through meeting the requirements and expectations of clients, while maintaining profitability increase and financial security of Agora.</p> <p>A set of protocols and activities was introduced for personal data protection.</p> <p>Agora Code of Ethics lists principles that apply to all employees and collaborators of Agora in selected areas and contexts.</p> <p>More in sections:</p> <p>→ ETHICS AND COMPLIANCE</p> <p>→ RELATIONS WITH CUSTOMERS, CLIENTS AND SUPPLIERS</p>
RISKS RELATED TO SOCIAL ACTIVITIES	<p>Supporting local communities in all locations where the company conducts its operations and involvement in social, cultural, sports and charity projects are the key activities in the social impact area. Due to the intensity of the company's activity in the area, the company faces the following risks:</p> <ul style="list-style-type: none"> ▪ lack of transparency in the distribution of funding, ▪ failure to do due diligence in choosing social partners, ▪ risk of conflicts of interests, ▪ risk of insufficient returns on invested resources. 	<p>Agora Group has described its social and sponsoring policy in a document that outlines the directions and principles of the company's activities in the area of social responsibility. Additionally, Agora introduced protocols such as Procedure of Accepting and Publishing Charity Adverts in <i>Gazeta Wyborcza</i> and its supplements, web services and magazines that determine how such ads are classified, verified and published.</p> <p>Agora S.A. adopted Code of Conduct for Suppliers and Contractors of Agora to ensure compliance and responsibility of all suppliers and partners of Agora.</p> <p>Agora Code of Ethics lists principles that apply to all employees and collaborators of Agora in selected areas and contexts.</p> <p>More in sections</p> <p>→ SOCIAL IMPACT</p> <p>→ ENVIRONMENTAL IMPACT</p>
RISK OF CORRUPTION	<p>Managing risk of corruption is of key importance to Agora Group. In this area primary risks are:</p> <ul style="list-style-type: none"> ▪ risk of conflict of interest, ▪ risks of fraud involved in relations with business partners and suppliers, ▪ risk of corruption (also among suppliers and business partners) 	<p>Agora Code of Ethics lists principles that apply to all employees and collaborators of Agora in preventing corruption and fraud.</p> <p>A confidentiality-based system for reporting cases of misconduct was implemented.</p> <p>Compliance audit was conducted to identify areas for improvement and change, also in the aspect of preventing corruption and fraud.</p> <p>Agora also established the post of Compliance Officer to supervise the ethics and compliance systems.</p> <p>More in sections:</p> <p>→ ETHICS AND COMPLIANCE</p> <p>→ RELATIONS WITH CUSTOMERS, CLIENTS AND SUPPLIERS</p>

To mitigate the above risks Agora adopts policies and regulations to optimise the organization's management. Approach to Management sections of this report present procedures and policies developed by Agora to eliminate non-financial risks

INTERNAL CONTROLS AND RISK MANAGEMENT SYSTEMS

Agora Group has internal control and risk management systems currently in place.



RISK MANAGEMENT POLICY

Agora Group has implemented a Risk Management Policy aimed at specifying the rules and framework of risk management processes and key concepts relevant to risk management. The document specifies: division of responsibilities risk management timeline; categories of risk; risk reporting; register and map of risks and acceptable risk threshold.

Agora Group also developed Internal Audit Regulations and Risk Register – Map of Risks. Map of Risks is based on data from entries in Register of Risks from the year. Management Board determines key risks and reports them in the form of Map of Risks. For each key risk, the intensity of results of its occurrence is identified as well as the probability of their materialisation. Additionally, the organization determines factors that mitigate the results and the probability. For each key risk, it is determined whether the risk is sufficiently reduced, i.e. whether the degree of risk is acceptable to Agora Group.

THE MAIN ELEMENTS OF THE INTERNAL CONTROL SYSTEM ARE COMPONENTS OF THE GROUP'S BUSINESS PROCESSES AND INCLUDE:

- procedures and by-laws regarding, inter alia: delegation of competences and decision authorization, evaluation of business projects, spending rules (budgets and approval limits), registration and processing of business transactions, reporting and transaction control of the processes and results of Agora Group's operations in each business sector,
- controls in the IT systems supporting execution of the business processes and monitoring activities of the system itself.

Agora Group executives perform tasks involved in internal control system and continuous supervision over its effectiveness as part of managing the Group's businesses. Moreover, Agora Group has Internal Audit Department that performs internal audit, as an independent entity, to objectively assess the entity's effectiveness for generating values and optimize the operations of the audited entity or the entire Agora Group. The operations of AD are specified in Internal Audit Regulations adopted by Management Board and Auditing Committee at the Supervisory Board of Agora Group. In accordance with the best practices, Internal Audit reports to Management Board and Auditing Committee at Supervisory Board. Internal Audit Director coordinates risk management processes specified in Risk Management Policy. Following Internal Audit Regulations, on the basis of risk management results, the body develops auditing plan to be approved by Auditing Committee at Supervisory Board. A report is developed from each audit, with recommendations and guidelines for process optimisations.

Auditing Committee at Supervisory Board regularly sits with Internal Audit to discuss audit reports and measures taken to mitigate existing risks, and on that basis monitor the achievement of annual internal audits plan. Nine such meetings were held in 2019 and six in 2018.

OTHER INFORMATION

FINES OR NON-FINANCIAL PENALTIES

In 2019 none of the entities of Agora Capital Group was subject to fines for:

- infringement of customer privacy or loss of personal data;
- non-compliance with the law and regulations or self-imposed codes regulating marketing communication, including advertising, promotion and sponsoring;
- non-compliance with the law and regulations or self-imposed codes relevant to health impact of products and services in any impact category or stage, by type of effect. Agora Group did not sell forbidden or controversial products in 2019.

In 2019 the entities of Agora Capital Group:

- did not record incidents of corruption,
- were not subject to any legal actions for anti-competitive behaviour, anti-trust, monopoly practices or their outcomes,
- were not subject to any significant fines or non-monetary sanctions for non-compliance with labour law, [1] [SEP]
- did not record incidents of breach of labour laws and was not subject to a penalty or fine resulting from a lost case against an employee or collaborator (i.e. penalty became final and the fine payable),
- not subject to any significant fines or non-monetary sanctions for non-compliance with environmental law and/or regulations.

CUSTOMER PRIVACY AND PROTECTION OF PERSONAL DATA

Two incidents occurred in 2019 in terms of infringement of customer privacy and loss of personal data. Both were caused by external factors and were reported to PDPO. In both cases Agora instantly took measures to minimize risk of breach of customer privacy or unauthorised access to data.

Agora received three formal letters from Personal Data Protection Office urging Agora S.A. to provide explanations.

Agora's timely response proved that in the relevant cases personal data was handled correctly.

In 2019 one incident was recorded in Helios S.A. resulting in a report sent PDPO. The incident was caused by an error of an employee. Measures taken to minimize the risk of confidentiality breach or unauthorised access to data were approved by PDPO.

In 2019 one incident was reported in which one of former employees of Agora exceeded his competence and could gain access to personal information of his colleagues. The investigation that ensued included analysis of risks. All employees potentially threatened by the situation were invited to a meeting and preventive measures were deployed.

Since 2015 PDPO has been investigating a case of complaint concerning the processing of personal data included in comments on an internet forum referring to the claimant. In 2019 Agora received a formal letter from PDPO stating that enough evidence had been collected for a conclusive ruling in the case. The ruling by the President of PDPO was not announced by 31 December 2019.

RESPONSIBLES FOR PRODUCTS AND SERVICES

In 2019 Foodio Concept underwent an inspection of State Trade Inspectorate (PIH) resulting in fine.

No other penalties or fines were incurred by entities of Agora Group in 2019 for breaches of law or other regulations in the delivery and use of products and services.

ANTI-COMPETITIVE, ANTI-TRUST, MONOPOLY PRACTICES

In 2019 no cases of anti-competitive behaviour, or their outcomes were recorded.

In March 2019 Office of Competition and Consumer Protection opened a formal investigation procedure regarding the sale of Eurozet. OCCP aims to establish whether Agora and SFS Ventures were under obligation to report the takeover of the publisher of Radio Zet.

Office of Competition and Consumer Protection (UOKiK - Urząd Ochrony Konkurencji i Konsumentów) launched phase two of the investigation regarding the acquisition of Eurozet by Agora. The case requires a market survey to be conducted. Application for the permission to purchase was submitted to OCCP on 28 October. The decision to initiate phase two of the procedure does not prejudice the final decision.

In 2020 OCCP announced that opening a formal investigation procedure regarding the Resolution of the City of Warsaw Council City Landscape Resolution on the rules and terms of installing street furniture and fences. According

to the information posted on the website, the investigation is due to the potential monopoly of AMS S.A. that would eliminate from the market a number of advertising industry players.

The proceedings refer to the case and are not aimed at specified entities. OCCP shall investigate the OOH advertising market in Warsaw in order to understand its mechanisms, market shares of different players and economic effects of legal regulations. The office does not exclude further actions, including anti-monopoly proceedings, in the event of confirmed breach of the act on competition and consumer protection.

ADMINISTRATIVE AND COURT-ADMINISTRATIVE PROCEEDINGS

Due to the nature of Agora's business as a newspaper publisher, the company is involved in a number of civil cases brought in relation to an infringement of the right to protection of personality in press publications. Agora is also a party to administrative and court-administrative proceedings in connection with complaints about the refusal by the company to disclose personal data of users of websites of the company to entities other than authorized bodies.

The company is also party to cases pursuant to complaints filed against the decisions of prosecutor's office or court related to providing access to personal data of users who comment press articles on Wyborcza.pl.

Agora is party to administrative and court-administrative proceedings in connection with complaints about the refusal by the company to disclose personal data of users of websites of the company to entities other than authorized bodies.

In 2019 a civil case against Agora was closed in which the plaintiff accused the company of infringement of personality rights by publishing the plaintiff's comments on a discussion forum. The charges were dropped

ABOUT REPORT

The Agora S.A. Responsibility Report 2019 is issued in compliance with Accounting Act of 15 Dec. 2016.

Fulfilling the requirements of Accounting Act the Company presents separate consolidated and non-consolidated report of Agora S.A. and the Agora Group regarding non-financial reporting for 2019, prepared according to standards set out by Global Reporting Initiative (GRI Standard).

The statement applies indicators based on the international standards in Global Reporting Initiative, (GRI Standard) for sustainability reporting.

According to art 49b point 9 of Accounting Act both reports are available on website raportCSR.agora.pl in Polish and English.

Report presents our approach to social, environmental and economic aspects. It also provides an overview of our impact on the environment and our social involvement in 2017.

The report covers Agora S.A. and other entities of Agora Group: Agora Poligrafia, Agora TC, AMS, Adpol, Domiporta, Grupa Radiowa Agory (GRA), Doradztwo Mediowe, Inforadio, Helios, NEXT FILM, Foodio Concepts Sp. z o.o., Step Inside Sp. z o.o., HRlink Sp. z o.o. (formerly: Online Technologies HR Sp. z o.o.), GoldenLine, Yeldbird, unless indicated otherwise.

The report is issued in compliance with Directive 2014/95/UE and Accounting Act of 15 Dec. 2016.

The report is based on the following documents, norms and standards:

- The United Nations Global Compact Principles and SDGs,
- ISO 26000 Social Responsibility and Polish Non-Financial Reporting Standard,
- Relevant guidelines for non-financial reporting (methodology of non-financial reporting).

Non-financial statement is a separate part of Agora Group's 2019 annual statements approved by the Management Board.

The document is not audited externally. A certified auditor only verifies whether the entity has complied with the reporting requirements.

Representatives of the Management Board and the managers of relevant businesses of Agora Group were involved with internal verification process. Also Agora's stakeholders were invited to participate in the process (More in section *Dialogue with stakeholders in the process of report development*). Employees of The Agora Group participated in the development of this report and the process was coordinated by Corporate Communications Department of Agora Group.

Polish and English versions of the Report are available for download in pdf format on agora.pl website.

Agora Group has developed their own 2019 Responsibility Report, only covering the activities of Agora S.A. and other entities of Agora Group:

SIGNIFICANT CHANGES IN REPORTING

Agora Group Responsibility Report 2018 was based on GRI Standard rather than GRI Guidelines, that were applied in developing the 2017 report.

This report does not contain other significant changes in terms of scope, range or method of measurement from the previous year.

COMPLIANCE WITH ACCOUNTING REGULATIONS

To comply with non-financial reporting requirements, the following elements were presented as follows:

- Business model – described in section Business Model and Key Outcomes and Results as well as in other relevant parts of the document,
- Policies and results – indicated in Approach to Management and in other relevant parts of the document. Additionally, relevant results values are highlighted in the tables.
- Procedures – specified in Approach to Management and in other relevant parts of the document.
- Effectiveness indicators - described in section Business Model and Key Outcomes and Results as well values in tables in other chapters and highlighted in the text
- Risks – described in the section Non-financial risks' and in other relevant sections.

REPORTING PROCESS IN AGORA GROUP:

The purpose of the reporting process is analysing and monitoring the impact of the company in accordance with adopted rules and indicators.

- **Preparation** - determining priority aspects, preparations to the process
- **Outreach** - inviting employees and other stakeholders to consult on the report
- **Defining scope and indicators** - determining the list of indicators and areas to be covered by the report
- **Data collection** - collecting data to be included in the report
- **Reporting** - developing final version of the report and communication

DIALOGUE WITH STAKEHOLDERS

Dialogue with stakeholders in the reporting process included a survey addressed to the employees and investors of Agora, and collecting feedback through other channels from industry organizations and other stakeholders.

DIALOGUE WITH EMPLOYEES

98 employees completed a questionnaire on CSR report 2019

Agora employees were asked to indicate the areas they find important and they believe should be covered in the report.

Climate protection, workplace relations and building trust in day-to-day dealings with stakeholders are key subjects of interest to the employees of Agora Group.

In 2019 employees of Agora Group were invited to participate in the development of Agora Group Responsibility Report and to indicate topics they consider important. Nearly a hundred employees answered the survey.

SUMMARY OF FINDINGS:

- As areas of key importance the employees indicated **workplace** aspects, in particular **employee training and development** and **creating a workplace that welcomes diversity, grounded in respect and openness**, as well as **building trust in relations with stakeholders** and **high ethical standards**.
- When answering the open-ended question, respondents mentioned workplace relations and reporting on wrongdoings.
- Among Sustainable Development Goals, the most frequently indicated were – **Goal 13 (urgent action to combat climate change and its impacts)** and **Goal 4 (inclusive and equitable quality education and promote lifelong learning opportunities)** – more details below.
- Asked about the topics that should find their way into the report, the majority chose employee matters, including diversity, remuneration, training and development.
- There were also ideas about the layout of the website and graphics, especially infographics.

SELECTED RESPONSES:

1. Areas indicated by the employees as the most important for Agora Group's CSR strategy:

(maximum – 5, minimum - 1)	Average rate
Employee training and development	4.8
Building trust in day-to-day dealings with customers, business partners and employees	4.7
Fair fulfilment of obligations and adherence to high ethical standards	4.7
Creating a workplace that welcomes diversity, grounded in respect and openness	4.6
Dialogue and building lasting relations with the environment	4.4
Initiating and joining partnerships for social development and sustainable growth	4.2
Courage and innovation in business and social activities	4.2
Reaching a wide range of diverse groups with products and services	4.2
Appreciating diversity in the society and in the workplace	4.1
Non-financial reporting and transparency of the company	4.0

2. **The most frequently indicated Sustainable Development Goals* that should be adopted by Agora Group:**

SUSTAINABLE DEVELOPMENT GOALS, SDGS	No of indications
GOAL 13. Climate action. Take urgent action to combat climate change and its impacts.	58
GOAL 4. Quality education. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	52
GOAL 3. Good health and well-being. Ensure healthy lives and promote well-being for all at all ages.	40
GOAL 8. Decent work and economic growth. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	39
GOAL 12. Responsible consumption and production. Ensure sustainable consumption and production patterns.	35
GOAL 5. Gender equality. Achieve gender equality and empower all women and girls.	32
GOAL 16. Peace, justice and strong institutions. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	27
GOAL 7. Affordable and clean energy. Ensure access to affordable, reliable, sustainable and modern energy for all.	26
GOAL 6. Clean water and sanitation. Ensure availability and sustainable management of water and sanitation for all.	23
GOAL 2. Zero hunger. End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	22
GOAL 1. No poverty. End poverty in all its forms everywhere.	21
GOAL 10. Reduced inequalities. Reduce inequality within and among countries.	21
GOAL 9. Industry, innovation and infrastructure. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	20
GOAL 15. Life on land. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.	20
GOAL 11. Sustainable cities and communities. Make cities and human settlements inclusive, safe, resilient and sustainable.	18
GOAL 14. Life below water Conserve and sustainably use the oceans, seas and marine resources for sustainable development.	17
GOAL 17. Partnership for the goals. Strengthen the means of implementation and revitalize the global partnership for sustainable development	9

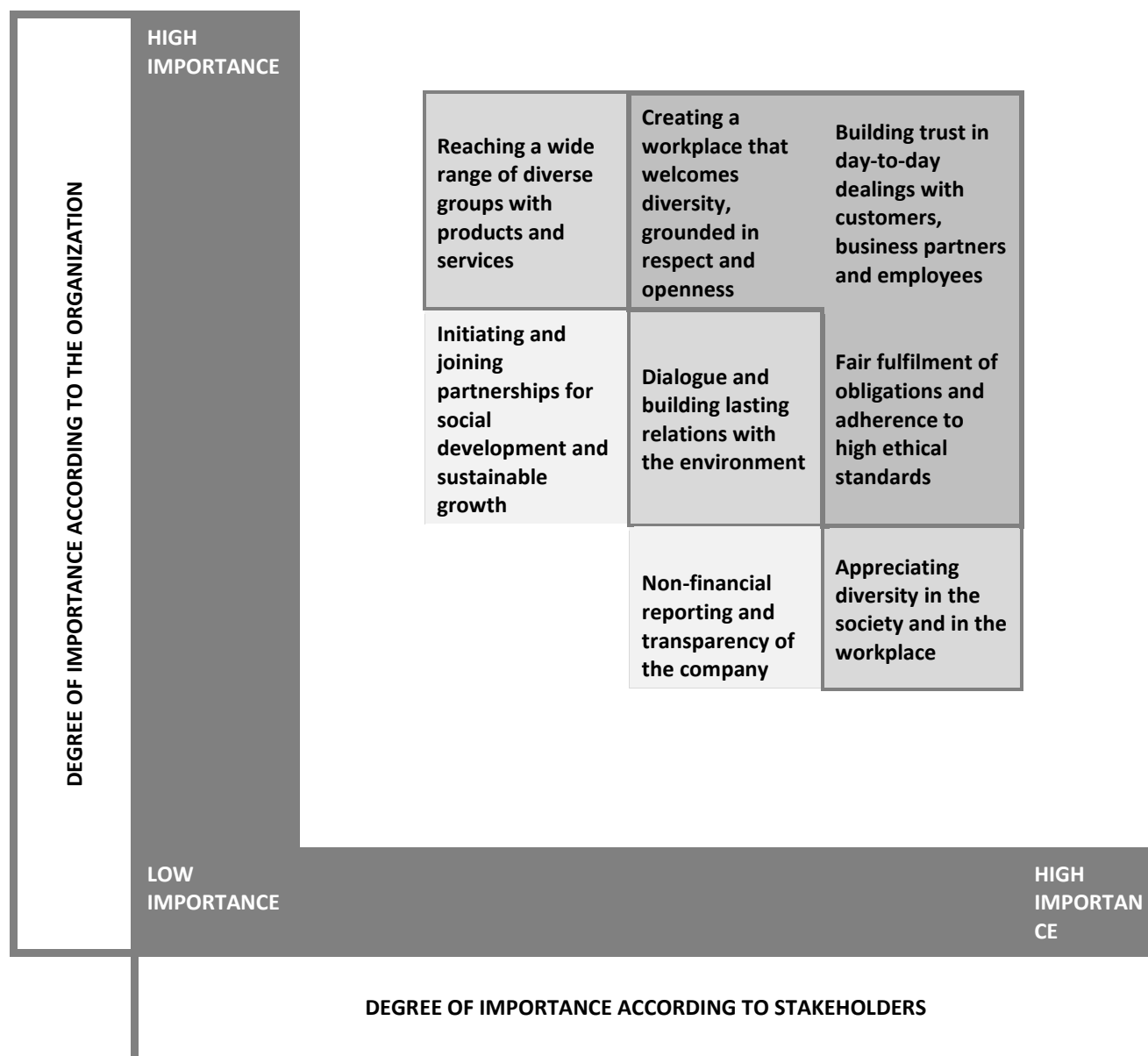
****Sustainable Development Goals, SDGs are a collection of 17 global goals indicated by United Nations General Assembly, that are to be adopted by states, businesses and societies and intended to be achieved globally by 2030.***

DIALOGUE WITH INVESTORS

To collect investor feedback, representatives of the capital market – investors and analysts are asked to evaluate 2019 Responsibility Reports of Agora Group and Agora S.A. in a questionnaire.

KEY AREAS AND TOPICS IN AGORA GROUP RESPONSIBILITY REPORT

Dialogue with stakeholders allowed Agora Group to identify important areas and topics to include in Agora Group Responsibility Report 2019.

Key areas and topics in Responsibility Report 2019:

INDEKS GRI

The GRI Sustainability Reporting Guidelines (the Guidelines) offer Reporting Principles, Standard Disclosures and an Implementation Manual for the preparation of sustainability reports by organizations. The table below lists indicators with their respective page numbers. For more information about GRI Standard: globalreporting.org

GRI INDEX

CATEGORY	GRI	INDICATOR DESCRIPTION	PAGE
REPORTING PRINCIPLES			
REPORTING	101	Foundation of reporting	<ul style="list-style-type: none"> AGORA ABOUT REPORT
GENERAL DISCLOSURES			
GENERAL DISCLOSURES GRI 102			
INFORMATION ABOUT COMPANY	102-1	Name of the organization	AGORA
INFORMATION ABOUT COMPANY	102-2	Activities, brands, products, and services	AGORA
INFORMATION ABOUT COMPANY	102-3	Location of headquarters	CONTACT
INFORMATION ABOUT COMPANY	102-4	Location of operations	AGORA
INFORMATION ABOUT COMPANY	102-5	Ownership and legal form	<ul style="list-style-type: none"> AGORA TRANSPARENCY TOWARDS SHAREHOLDERS
INFORMATION ABOUT COMPANY	102-6	Markets served	AGORA
INFORMATION ABOUT COMPANY	102-7	Scale of the organization	AGORA
WORKPLACE	102-8	Information on employees and other workers	<ul style="list-style-type: none"> WORKPLACE DIVERSITY
SUPPLY CHAIN	102-9	Supply chain	RELATIONS WITH CUSTOMERS, CLIENTS AND SUPPLIERS
SUPPLY CHAIN	102-10	Significant changes to the organization and its supply chain	ABOUT REPORT
SUPPLY CHAIN	102-11	Precautionary Principle or approach	RELATIONS WITH CUSTOMERS, CLIENTS AND SUPPLIERS
INFORMATION ABOUT COMPANY	102-12	External initiatives	RELATIONS WITH CUSTOMERS, CLIENTS AND SUPPLIERS
INFORMATION ABOUT COMPANY	102-13	Membership of associations	RELATIONS WITH CUSTOMERS, CLIENTS AND SUPPLIERS
MANAGEMENT AND STRATEGY	102-15	Key impacts, risks, and opportunities	<ul style="list-style-type: none"> NON-FINANCIAL RISK TRANSPARENCY TOWARDS SHAREHOLDERS OUR RESPONSIBILITY
ETHICS & COMPLIANCE GRI 102			
ETHICS & COMPLIANCE	102-16	Values, principles, standards, and norms of behavior	ETHIC AND COMPLIANCE
ETHICS & COMPLIANCE	102-17	Mechanisms for advice and concerns about ethics	ETHIC AND COMPLIANCE
CORPORATE GOVERNANCE	102-18	Governance structure	TRANSPARENCY TOWARDS SHAREHOLDERS
CORPORATE GOVERNANCE	102-22	Composition of the highest governance body and its committees	TRANSPARENCY TOWARDS SHAREHOLDERS
CORPORATE GOVERNANCE	102-23	Chair of the highest governance body	TRANSPARENCY TOWARDS SHAREHOLDERS
CORPORATE GOVERNANCE	102-24	Nominating and selecting the highest governance body	TRANSPARENCY TOWARDS SHAREHOLDERS
CORPORATE GOVERNANCE	102-25	Conflicts of interest	TRANSPARENCY TOWARDS SHAREHOLDERS
CORPORATE GOVERNANCE	102-26	Role of highest governance body in setting	TRANSPARENCY TOWARDS

		purpose, values, and strategy	SHAREHOLDERS
CORPORATE GOVERNANCE	102-29	Identifying and managing economic, environmental, and social impacts	TRANSPARENCY TOWARDS SHAREHOLDERS
CORPORATE GOVERNANCE	102-30	Effectiveness of risk management processes	TRANSPARENCY TOWARDS SHAREHOLDERS
CORPORATE GOVERNANCE	102-31	Review of economic, environmental, and social topics	TRANSPARENCY TOWARDS SHAREHOLDERS
CORPORATE GOVERNANCE	102-32	Highest governance body's role in sustainability reporting	TRANSPARENCY TOWARDS SHAREHOLDERS ABOUT REPORT
STAKEHOLDERS	102-40	List of stakeholder groups	OUR RESPONSIBILITY
HUMAN RIGHTS	102-41	Collective bargaining agreements	DIVERSITY
STAKEHOLDERS	102-42	Identifying and selecting stakeholders	OUR RESPONSIBILITY
STAKEHOLDERS	102-43	Approach to stakeholder engagement	OUR RESPONSIBILITY
STAKEHOLDERS	102-44	Key topics and concerns raised	OUR RESPONSIBILITY ABOUT REPORT
GENERAL DISCLOSURES GRI 101-102			
GENERAL DISCLOSURES	102-45	Entities included in the consolidated financial statements	AGORA
GENERAL DISCLOSURES	102-46	Defining report content and topic boundaries	ABOUT REPORT
GENERAL DISCLOSURES	102-47	List of material topics	ABOUT REPORT
GENERAL DISCLOSURES	102-48	Restatements of information	ABOUT REPORT
GENERAL DISCLOSURES	102-49	Changes in reporting	ABOUT REPORT
GENERAL DISCLOSURES	102-50	Reporting period	ABOUT REPORT
GENERAL DISCLOSURES	102-51	Date of most recent report	ABOUT REPORT
GENERAL DISCLOSURES	102-52	Reporting cycle	ABOUT REPORT
GENERAL DISCLOSURES	102-53	Contact point for questions regarding the report	CONTACT
GENERAL DISCLOSURES	102-54	Claims of reporting in accordance with the GRI Standards	ABOUT REPORT
GENERAL DISCLOSURES	102-55	GRI content index	GRI INDEX
GENERAL DISCLOSURES	102-56	External assurance	ABOUT REPORT
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MANAGEMENT	103-2	The management approach and its components	OUR RESPONSIBILITY WORKPLACE DIVERSITY ETHIC AND COMPLIANCE RELATIONS WITH CUSTOMERS, CLIENTS AND SUPPLIERS ENVIRONMENTAL IMPACT SOCIAL IMPACT TRANSPARENCY TOWARDS SHAREHOLDERS ABOUT REPORT
MANAGEMENT	103-3	Evaluation of the management approach	OUR RESPONSIBILITY WORKPLACE DIVERSITY ETHIC AND COMPLIANCE RELATIONS WITH CUSTOMERS, CLIENTS AND SUPPLIERS ENVIRONMENTAL IMPACT

- SOCIAL IMPACT
- TRANSPARENCY TOWARDS SHAREHOLDERS
- ABOUT REPORT

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ECONOMIC IMPACT GRI 200

ECONOMIC PERFORMANCE	201-1	Direct economic value generated and distributed	▪ AGORA
ECONOMIC PERFORMANCE	201-4	Financial assistance received from government	▪ YELDBIRD RECEIVES A NATIONAL CENTRE FOR RESEARCH AND DEVELOPMENT GRANT FOR AN INNOVATIVE PRODUCT ADXo

MARKET PRESENCE

Market Presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage.	▪ WORKPLACE
Market Presence	202-2	Proportion of senior management hired from the local community	▪ TRANSPARENCY TOWARDS SHAREHOLDERS

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INDIRECT ECONOMIC IMPACTS	203-1	Infrastructure investments and services supported	▪ AGORA
INDIRECT ECONOMIC IMPACTS	203-2	Significant indirect economic impacts	▪ AGORA

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ANTI-CORRUPTION	205-1	Operations assessed for risks related to corruption	▪ ETHIC AND COMPLIANCE
ANTI-CORRUPTION	205-2	Communication and training about anti-corruption policies and procedures	▪ ETHIC AND COMPLIANCE
ANTI-CORRUPTION	205-3	Confirmed incidents of corruption and actions taken	▪ ETHIC AND COMPLIANCE

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ANTI-COMPETITIVE BEHAVIOR	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	▪ ETHIC AND COMPLIANCE ▪ TRANSPARENCY TOWARDS SHAREHOLDERS ▪ OTHER INFORMATION
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MATERIALS	301-2	Recycled input materials used	▪ ENVIRONMENTAL IMPACT
MATERIALS	301-3	Reclaimed products and their packaging materials	▪ ENVIRONMENTAL IMPACT
ENERGY	302-1	Energy consumption within the organization	▪ ENVIRONMENTAL IMPACT
ENERGY	302-4	Reduction of energy consumption	▪ ENVIRONMENTAL IMPACT
WATER	303-3	Interactions with water as a shared resource	▪ ENVIRONMENTAL IMPACT
WATER	303-4	Water and Effluents	▪ ENVIRONMENTAL IMPACT
WATER	303-5	Water consumption	▪ ENVIRONMENTAL IMPACT
EMISSIONS	305-5	Reduction of GHG emissions	▪ ENVIRONMENTAL IMPACT
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EMPLOYMENT	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	▪ WORKPLACE
EMPLOYMENT	401-3	Parental leave	▪ WORKPLACE
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OCCUPATIONAL HEALTH AND SAFETY	403-3	Hazard identification, risk assessment, and incident investigation	▪ WORKPLACE
OCCUPATIONAL HEALTH	403-4	Occupational health services	▪ WORKPLACE

AND SAFETY

OCCUPATIONAL HEALTH AND SAFETY	403-5	Employee participation, consultation, and communication on occupational health and safety	▪ WORKPLACE
OCCUPATIONAL HEALTH AND SAFETY	403-6	Employee training on occupational health and safety	▪ WORKPLACE
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TRAINING AND EDUCATION	404-3	Average hours of training per year per employee	▪ WORKPLACE
DIVERSITY AND EQUAL OPPORTUNITY	405-1	Percentage of employees receiving regular performance and career development reviews	▪ WORKPLACE ▪ DIVERSITY
DIVERSITY AND EQUAL OPPORTUNITY	405-2	Diversity of governance bodies and employees	▪ WORKPLACE
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NON-DISCRIMINATION	412-2	Employee training on human rights policies or procedures	▪ WORKPLACE ▪ DIVERSITY
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LOCAL COMMUNITIES	413-1	Operations with local community engagement, impact assessments, and development programs.	▪ SOCIAL IMPACT
KLIENCI I PRODUKTY GRI 416-419			
CUSTOMER HEALTH AND SAFETY	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	▪ TRANSPARENCY TOWARDS SHAREHOLDERS ▪ OTHER INFORMATION
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MARKETING AND LABELING	417-3	Incidents of non-compliance concerning marketing communications	▪ TRANSPARENCY TOWARDS SHAREHOLDERS ▪ OTHER INFORMATION
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SOCIOECONOMIC COMPLIANCE	419-1	Non-compliance with laws and regulations in the social and economic area	▪ TRANSPARENCY TOWARDS SHAREHOLDERS ▪ OTHER INFORMATION

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Warsaw, 12 March 2020

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