

RESPONSIBILITY REPORT 2017

	page
Our responsibility	2-10
▶ Foreword	2
▶ Our approach	3
▶ Key areas of impact. Opportunities and risks	4-6
▶ Dialogue with stakeholders	7-8
▶ Role of media	9-10
Workplace and human rights	11-30
▶ Approach to management	11-15
▶ Our employees	16-18
▶ Workplace	19-21
▶ Programmes for employees	22-25
▶ Human rights	26-28
▶ Diversity in the workplace	29-30
Ethics and anti-corruption	31-35
▶ Approach to management	31
▶ Ethics in advertising	32
▶ Journalistic ethics	33
▶ Preventing corruption and fraud	34
▶ Privacy and personal data protection	35
Responsibility to clients and suppliers	11-30
▶ Approach to management	36
▶ Supply chain and our impact	37
▶ Relations with contractors	37
▶ Relations with clients	38-39
▶ Customer service standards	39
▶ Good practices	40

Social and environmental impact	41-50
▶ Approach to management –social impact	41-42
▶ Community involvement	43-44
Annex – Agora’s good practices	77-88
▶ Approach to management – environmental impact	45-46
▶ Environmental impact	47-49
▶ Environmental good practices	50
Corporate Governance	51-61
▶ Approach to management	51-52
▶ Structure of Agora	53-57
▶ Transparency	58
▶ The RESPECT Index	59
▶ Risk management	60
▶ Additional information	61
Agora S.A.	62-70
▶ Our operations	62-65
▶ Our vision, mission and values	66
▶ Strategic goals	67-68
▶ Key financial results	69
▶ Agora Awards	69
▶ Involvement in outside initiatives	70
Report overview:	71-75
▶ Information about the report	71
▶ GRI index	72-75
Contact	76

FOREWORD [G4-1] [G4-18]

Dear Reader,

We are presenting Agora S.A. 2017 Responsibility Report with key information and non-financial indicators describing our operations in all business segments. The report is issued in compliance with Directive 2013/34/UE and is a manifestation of our transparency. We recognize our responsibility for our impact on the world around us and wish to contribute to the society. Therefore, in the spirit of our principle “Responsible everyday”, we are invested in responsible growth, building lasting relations with the world around us, and diversity.

The report is also a window into our activities, in particular: workplace and human rights, ethics and anti-corruption, responsibility to clients and suppliers, social and environmental impact and corporate governance. It discusses sustainable growth and responsible business in relation to our stakeholders.

In 2017 Agora S.A. debuted in RESPECT Index, Warsaw Stock Exchange index of socially responsible brands. While we are proud of this great distinction, we also feel motivated to make further steps forward. 2018 will be the year of announcing a new business strategy of Agora Group, as well as a year of new social responsibility challenges. We are working on an internal code of ethics that will organize all of our self-imposed internal codes and regulations. We are also continue a number of social, educational and charity projects, as well as programmes addressed to our employees.

We are fully aware of the importance of trust in the contemporary world and have based our report on the Global Reporting Initiative (GRI-G4) international standard of that serves organizations to develop a balanced, comparable, detailed, transparent and reliable processing of information.

I hope you will find our report interesting.

We invite you to read the report and share your opinion on the reading!

Bartosz Hojka, President of Management Board, Agora S.A.

OUR RESPONSIBILITY

We understand responsibility as our impact on the environment and contribution to the society

OUR APPROACH [G4-19]

Responsible Everyday

⇒ Growth

The growth of Agora Group is 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.

⇒ Relations

We build lasting relations.

- We observe high ethical standards and are committed to fulfilling our obligations.
- By earning the trust of our users, business partners and employees, we strive to be their partner of first choice.
- We maintain dialogue with our stakeholders and build sustainable relations with our environment.

⇒ Diversity

We believe diversity to be an important aspect of any society.

- Through our products and services in the mass media, entertainment and advertising we reach a wide range of diverse users.
- The workplace we build promote diversity, as is grounded in respect and openness.
- Courage and innovation are the principles we uphold in our business and social activities.

KEY AREAS OF IMPACT [G4-2] [G4-19] [G4-20]

Agora S.A. has identified key areas of impact. Each of these areas is discussed in detail in separate section of Agora Group’s Non-Financial Statement.

Areas of impact of Agora S.A.:

workplace and human rights	ethics and anti-corruption	responsibility to clients and suppliers	social impact	environmental impact	corporate governance	economic impact
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AGORA S.A. IN 2017 - IMPORTANT EVENTS



RISK MANAGEMENT [G4-2] [G4-14] [G4-19] [G4-45] [G4-46] [G4-M]

The Agora Group (and Agora S.A.) regularly monitors risks involved in its ongoing operations. The Management Board and key managers are involved in risk analysis processes, while the Supervisory Board evaluates internal controls, risk management systems and audit function.

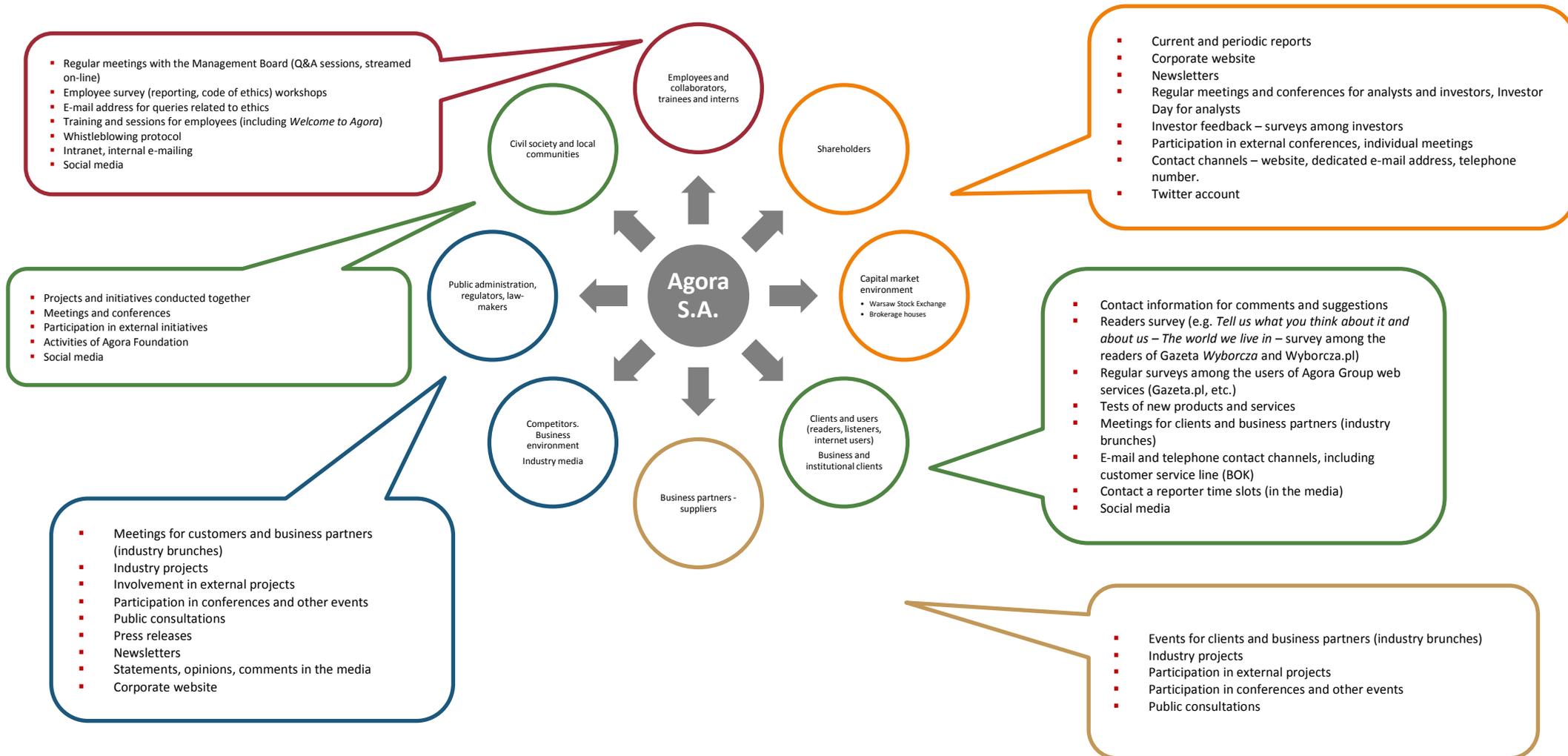
The Agora Group makes every effort to approach the management of the risks listed below with utmost responsibility. Special teams analyse the market situation and monitor changes in the market and legal and macroeconomic environment, and regularly update the company’s Management Board on the developments.

<p>Economic, legal and financial risks</p> <p>The Agora Group actively tracks and analyses market trends and the environment. The main risks in this area are:</p> <ul style="list-style-type: none"> • macroeconomic risk – dependent on the economic situation at large, demand for products and services, • changes in the advertising market structure, • changing of global media consumption trends, • risk of changing preferences of consumers and advertisers, • risk of breaches of the law or internal codes, • financial risk (currency exchange, interest rates), • risk of abrupt changes in relevant legislation. 	<p>Labour practices and decent work</p> <p>Labour practices represent one of responsible business priorities to the Agora S.A. Agora takes measures to minimise 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>Risk related to supply chain and relations with clients</p> <p>Key areas of product responsibility relevant to the Agora S.A. 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; risks involved in such situations are financial (fines, penalties) and reputational, • risk related to responsibility along the entire supply chain. 	<p>Environmental risks</p> <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 facilities (focus on limiting environmental impacts in the relevant locations) and building administration. The main risk areas are:</p> <ul style="list-style-type: none"> • operational risk related to negative environmental impact, • increased operational costs.
<p>Industry-specific risk (mass media)</p> <p>In the contemporary world, mass media play a crucial 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: manipulation of communication ('post-truth'), information source reliability, independence, transparency, reliability.</p> <p>Sector-specific risks: lack of transparency, loss of public trust.</p>	<p>Risk related to human rights</p> <p>Agora Group also has internal solutions in place: policies, rules and codes, that regulate issues related to the protection of human rights. The company 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>Risk of corruption</p> <p>Managing risk of corruption is of key importance to the Agora S.A.. In this area primary risks are:</p> <ul style="list-style-type: none"> • risk of corruption (also among suppliers and business partners), • risks of fraud involved in relations with business partners and suppliers, • risk of conflict of interest. 	<p>Risks related to social activities</p> <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 number of initiatives 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.

DIALOGUE WITH STAKEHOLDERS [G4-24] [G4-25][G4-26] [G4-27]

Stakeholders of the Agora 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 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.



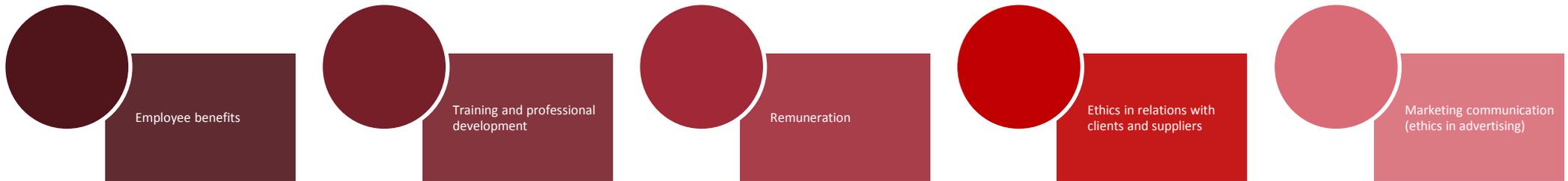
DIALOGUE WITH EMPLOYEES IN THE REPORTING PROCESS [GR-2] [G4-27]

GOAL: The goal was to identify non-financial aspects of key importance to the employees of all businesses of the Agora Group (and Agora S.A.), to determine which should be presented in the 2017 Non-Financial Statement of Agora Group and Agora S.A. The survey was an element of dialogue with stakeholders in the process or reporting, in accordance with the GRI G4 international standard.

SURVEY DETAILS: Agora employees were invited to answer an anonymous online questionnaire (CAWI method) administered by an outside service provider. Responses were collected from 7th to 25th October 2017

RESPONDENTS: The survey was addressed to all employees of Agora Group (and Agora S.A.). **361 provided responses** and the survey was opened over a thousand times. The average length of employment was **8.5 year**, **54%** of the respondents were women and **46%** were men.

Areas indicated as priority categories by the employees are: **workplace** and elements of **ethics** and **responsibility for products and services**. The following were the topics the most frequently indicated in the responses:



The dialogue served to develop the Agora S.A. 2017 Responsibility Report covering the following areas:

Workplace	<ul style="list-style-type: none"> Employee benefits Training and professional development Remuneration Changes in employment (employee rotation, new employees) 	Human rights	<ul style="list-style-type: none"> Preventing discrimination and mobbing Procedures for reporting workplace related corruption Educational activities and communications on the topic of human rights
Responsibility for products and services	<ul style="list-style-type: none"> Marketing communication (ethics in advertising) Customer privacy and personal data protection Compliance with regulations 	Environment	<ul style="list-style-type: none"> Ecological and environmental education Waste management Energy consumption
Ethics	<ul style="list-style-type: none"> Ethics in relations with customers and suppliers Internal procedures for reporting on incidents of corruption Fair competition 	Social	<ul style="list-style-type: none"> Culture Social and Community Charity Education Social impact

ROLE OF MASS MEDIA [G4-DMA-M] [G4-M3] [G4-M6] [G4-M7]

The operations of Agora's media are firmly rooted in the values and principles stated in the company's codes of conduct, in particular the self-imposed internal codes: the Agora's Charter and the Code of Journalistic Ethic.

-> more in section **Ethics**

Agora's media also approach editorial independence as one of crucial values, along with the adherence to content creation values – content quality and reliability. They also strive to help their consumers develop the skills of conscious media usage and critical thinking and are committed to upholding values such as credibility, transparency and reliability. Agora's journalists and other employees join social campaigns and initiate activities, campaigns and projects which activate local communities and address important social problems.

Jerzy B. Wójcik, Publisher of *Gazeta Wyborcza*

We have had the same goal since the very beginnings of Gazeta Wyborcza. We want to inform Poles about important issues, draw their attention to what we feel is important, share our views, dispute, help them understand the world, be our readers' daily companion in the form they find the most convenient – as a paper copy or digital one.

Times are changing and so is the way newspapers are made, but a journalist's role in the contemporary world is not much different from that 50 or more years ago. Bloggers and users who make photos and describe what they are by no means substitute for that. A journalist's job is to verify facts, reach sources, analyse and compare, while the publisher is responsible for the content of their publication. Of course, in the world of contemporary platforms and technologies, journalists and editors have to know what their readers like and what they need. However, we also must have the courage to question data and statistics. A good journalists know when they need to do it. Our people do know it.

Paweł Stremski, Programme Director of Gazeta.pl Group

As a contemporary medium, Gazeta.pl strives to be an element of everyday habit for the readers, accompany them in various moments throughout their day, through various platforms, inform them, advise, inspire and entertain. In the era of diffused social media, relationship with our users, their trust in a medium mean more than ever before. This is why we often consider the voice of our readers, in the form of letters and comments, as equally important with our top journalists: Rafał Hirsh, Grzegorz Sroczyński or Paweł Wilkowicz. We also make a point of promoting positive people from various segments of social life and attitudes that are the force for positive change and lead to collectively experiencing positive emotions. This is why we are dedicated supporters of our fantastic Polish Paralympians, engage in Greenpeace's 'Adopt a Bee' campaign and every year support with the Wielka Orkiestra Świątecznej Pomocy.

See good practice
-> Social impact



GOOD PRACTICES

In 2017 Agora S.A. conducted projects that fulfilled the social responsibility mission of the company as a media brand on the principles of: independence, diversity, educating recipients in the use of media and commitment to the produced content.



Daily news roundup selected by female journalists and editors from all European countries, including the smaller ones.



News service and a tool presenting and analysing facts and data in a straightforward manner. Its mission is to raise civic awareness, encourage civic behaviours and self-determination.

PRYVIT – THE FIRST FREE NEWSPAPER FOR UKRAINIANS IN WROCLAW

Gazeta Wyborcza takes measures to overcome stereotypes about Ukrainians living in Poland, who are often perceived as cheap labour. Meanwhile, contrarily to the stereotype, Ukrainians work not only on building sites or in shops. Some of them are valued specialists in IT and other industries.

It is estimated that one in ten inhabitants of Wrocław comes from Ukraine, hence the idea to publish a newspaper in their language - *Pryvit* means Hi! in Ukrainian. Articles were written by the journalists of *Gazeta Wyborcza* and Ukrainians themselves. The first pilot issue of *Pryvit Wrocław* appeared on 18 October 2017.

Among Ukrainian authors writing for *Pryvit* are those who have lived in Wrocław for years as well as ones who arrived only several months ago. They write about their experiences, offer tips how to legalize the stay, find a place to live, a job or get a child to school. They also describe their first impressions and problems they faced on after arriving in Wrocław.

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.

Free copies of *Pryvit Wrocław* are 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/wroclaw/0,0.html>

A pilot 16-page issue of *Pryvit Wrocław* was released in 2017 in 10 thousand copies.

More: Wroclaw.Wyborcza.pl <http://pryvit.pl/>

WORKPLACE AND HUMAN RIGHTS

→ **We are committed to creating the climate and organizational culture of respect for everybody!**

APPROACH TO MANAGEMENT [G4-DMA-LA] [G4-27][G4-56]

For our employees, we would like Agora to be: a place where they can realize their professional ambitions. We want to offer our employees working environment open to diversity and governed by the two main principles of equal opportunities and respect.

The competences and experience of our employees are instrumental in achieving strategic goals and growth of our business. Our employees' engagement allows us to execute social, educational and cultural projects.

Human rights in the workplace – priority according to employees

→ More: **Dialogue with stakeholders**



Agora's approach to labour practices is multi-faceted. The company has internal solutions, policies and codes to prevent situations when the law, accepted norms and rules are violated. As employer, we are committed to building a welcoming and open place of work that offers employees opportunities for development.



Agora's has the following employment regulations:

- **Employee Code**

Employee Code is a **internal, legally secure** document in force in **Agora S.A.** 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. The document covers: work organization, time and place of employment, remuneration, protection of pregnant employees, employing underage individuals and health and safety in the workplace.



-> More: **Workplace**

- **Employee Benefits and Support Fund Protocol**

Employee Benefits and Support Fund protocol determines the principles of creating the fund, its management, eligibility requirements, terms and conditions for payouts. It is an **internal legally secure** document in force in Agora S.A.



-> More: **Programmes for Employees**

- **Agora's Employee Remuneration Policy**

Employee Remuneration Policy (with annexes) regulates the terms of employment of all employees of Agora, regardless of the type of contract and position. According to the document, each employee is entitled to remuneration corresponding to the type of work performed and their qualifications.



-> More: **Workplace**

■ Remuneration Policy for Agora Group's and Agora's Key Managers

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 offered are relevant to the situation on the market and in the organization and competitive.



→ Read more about the policy <https://www.agora.pl/polityka-wynagradzania-kluczowych-menadzerow-grupy-agora-2>

-> More: **Workplace**

■ Diversity Policy of Agora Group and Agora S.A.

The goal of Agora Group (and Agora S.A.) 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 create a diverse yet efficient team.

The diversity management policy at Agora Group (and Agora S.A.) is based on overcoming barriers such as age, gender and health status, and is rooted in the belief that the professional potential of employees is based on their competences.



→ Read more about Diversity Policy <https://www.agora.pl/polityka-roznorodnosci-2>

-> More: **Diversity in the workplace**

■ Preventing workplace discrimination and mobbing

The idea behind the policy is to create a workplace free from employee discrimination and mobbing. As an employer, Agora guarantees every employee the right to work in a professional environment that offers everybody equal chances and prohibits discriminatory practices. The company views respect for each and every member of the team and their development as of paramount importance. Under this policy, the Agora S.A. has a special unit each employee can turn to with any potential cases of abuse.

Agora S.A. was among Poland's first companies to develop their own policy for preventing discrimination and harassment in the workplace. Its first version entered into force as early as in 2003.

Employees of Agora S.A. attending 'The Welcome to Agora' orientation sessions are informed about the policy and rules.



-> More: **Human Rights**

■ Training Policy at Agora S.A.

Agora's training policy is founded on the premise that people are the key priority for the organization. Training is a source of knowledge and skills, allows for an effective implementation of changes and perfecting processes. Agora's Training Policy also regulates the development and implementation of training schemes. This approach allows the company to maximize the effectiveness of training tools for achieving business objectives, employee development and maintaining synergy among projects executed by the organization. The policy is an internal document.



-> More: **Workplace**

■ Agreement on Teleworking Terms and Conditions in Agora S.A.

Agreement on teleworking terms and conditions in Agora S.A. is an internal document signed on 6 July 2016 in Warsaw. It specifies the terms of teleworking employment by Agora S.A..



-> More: **Workplace**

■ Career Development interviews

In 2017, Agora S.A. introduced career development interviews in the place of annual appraisals conducted so far. The company has developed a set of rules for the employees and managers, organised into the following internal documents:

- Career Development Interview Guidelines,
- Career Development Interview Sheet 2016,
- 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.



-> More: **Workplace**

■ **Health and Safety**

Agora S.A. fulfils all legal and formal requirements and undertakes systemic measures to prevent accidents and injuries in the workplace. The company has developed internal regulations to prevent such accidents and injuries as well as to systematise the approach to health and safety in the workplace.

The following regulations have been developed:

- General instructions and first aid (lists the employer’s health and safety obligations and competences),
- Regulations for: employee training, workplace accidents, medical examination, Health and Safety Commission, workwear, health and safety instructions, corrective glasses, prohibited work,
- Health and Safety Instructions,
- Occupational risk appraisal.



-> More: **Workplace**

■ **Diversity Charter**

On 8 March 2017 Agora Group (and Agora S.A.) 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, the company obliged itself to implement, promote and disseminate diversity management and equal treatment policies among all stakeholders of Agora.



READ THE DIVERSITY CHARTER

-> More: **Diversity in the workplace**



Diversity constitutes a fundamental value of the modern society. Equal rights policies and diversity management translate into measurable benefits and drive forward the development and innovativeness of organizations. Taking into consideration the respect for a diverse multicultural society and placing special emphasis on policies promoting equal rights, irrespective of **gender, age, disability, health, race, nationality, ethnic origin, religion, creed, irreligiosity, political views, union membership, psychosexual orientation, sexual identity, family status, lifestyle, employment form, scope and basis, other types of cooperation, or other traits which may give rise to discrimination**, our organization undertakes to implement diversity management and equal rights policies and to promote and disseminate them among all of its stakeholders. In light of the above, we hereby make the following commitments:

- To create a **corporate culture and atmosphere** which ensures respect for diversity, by means of mainstreaming diversity management, age management and equal opportunities in **policies and procedures applied in our organizations**;
- To introduce **internal institutional solutions** in order to promote the development of equal rights, including the appointment of a person or team to coordinate all efforts meant to combat discrimination and mobbing in the workplace;
- To develop and implement equal rights and diversity management policies in the workplace, with special emphasis placed on **recruitment, access to training programmes and promotion opportunities, remuneration, reconciliation of professional and family obligations, protection from mobbing and unjustified dismissal**;
- To introduce anti-discrimination and anti-mobbing monitoring,

as well as **cyclical educational schemes focusing on combating discrimination and mobbing, in order to build awareness and enhance relevant knowledge through training sessions, workshops and activities for all employees, especially including the management team**;

- To engage in **dialogue** with employees as regards the adopted diversity management policy and to notify the organization's stakeholders – especially its employees, but also its clients, business partners, associates, shareholders, vendors and subcontractors – of the introduction of a diversity management model and the results of such an approach;
- To **draft annual reports** on relevant activities and their practical results;
- To promote and disseminate diversity management in Poland.

OUR EMPLOYEES [G4-DMA-LA] [G4-9] [G4-10] [G4-LA1] [G4-LA3]
EMPLOYMENT IN AGORA S.A.

1821 people in 2017 Agora S.A. employed (as of 31 Dec. 2017)¹

As the end of December 2017, Agora S.A. employed 1,719 individuals on full-time contracts, the number decreased by 120 employees yoy. The drop is largely due to lower employment in Agora S.A. as a consequence of the group lay-off.

Employment structure

Agora has a roughly even share of men and women in total employee number and in managerial positions. Changes in employment structure in terms of gender and age from 2016 were minimal.

Employment in Agora S.A. by gender

Women	Men
52.2%	47.8%

Age structure in Agora S.A. by gender
Employment structure in Agora S.A. by age and gender in 2017

Aged	Women	Men	Total
Aged ≤ 29	17.5%	12.5%	15.1%
Aged 30-50	68.7%	71.5%	70.1%
Aged 51 ≤	13.8%	16.0%	14.8%

¹ Workplace and human rights indicators were calculated for total employees, as defined by the Główny Urząd Statystyczny (GUS) – statistical office. This includes employees on standard employment contracts, managerial contracts, and individuals appointed by resolution, while excluding employees on unpaid, rehabilitation and parental leave, self-employed and temporary agency workers. The total employee headcount does not include contributors on task-specific contract, contract of mandate or internship financed by the Employment Office.

The structure of employment by gender and region is similar to the structure of Agora's total workforce. The deviations in some regions are due to specific factors such as the fact that some male-dominated departments such as IT and other technical divisions are located in those regions.

Gender structure in Agora S.A. by region in 2017

Region	Women	Men	Region	Women	Men
Dolnośląskie	70.2%	29.8%	Podkarpackie	66.7%	33.3%
Kujawsko - Pomorskie	60.7%	39.3%	Podlaskie	58.3%	41.7%
Lubelskie	0.0%	100.0%	Pomorskie	51.4%	48.6%
Lubuskie	47.8%	52.2%	Śląskie	52.5%	47.5%
Łódzkie	56.6%	43.4%	Świętokrzyskie	41.7%	58.3%
Małopolskie	55.0%	45.0%	Warmińsko - Mazurskie	28.6%	71.4%
Mazowieckie	55.0%	45.0%	Wielkopolskie	21.4%	78.6%
Opolskie	50.0%	50.0%	Zachodniopomorskie	64.7%	35.3%
			TOTAL	52.2%	47.8%

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

	Women	Men	Total
Share of foreign employees in total employees of Agora S.A.	0.3%	0.0%	0.2%

CHANGES IN EMPLOYMENT

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 life and family duties.

97.1% employees are in full-time employment

90.0% employees have permanent contracts

Employment structure in Agora S.A. in 2017, by type of contract, employment model, and gender

	Women	Men	Total
Type of contract			
Trial	1.1%	0.9%	1.0%
Fixed-term	9.5%	6.1%	7.9%
Permanent	88.1%	92.1%	90.0%
Substitute	1.3%	0.9%	1.1%
Type of employment			
Full time	96.1%	98.2%	97.1%
Part time	3.9%	1.8%	2.9%

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

New employees and employee turnover in 2017, by age and gender

Aged -->	Women			Men			Total
	≤ 29	30-50	51 ≤	≤ 29	30-50	51 ≤	
Share of new employees	54.8%	11.2%	1.5%	42.2%	7.1%	1.4%	14.2%
Share of employees leaving	24.1%	12.2%	9.9%	30.3%	11.7%	4.3%	13.5%

13.5% turnover rate among all Agora Group employees on employment contract

These rates might be affected by the 2016 group lay-offs in Agora S.A., described in Agora Group's 2016 Non-Financial Statement

90,9% employees returned to work after parental leave

Retention rate, illustrating the share of employees who remained in Agora's employment for 12 months after returning from parental leave, is 92.9% for all employees, which attests to the company's commitment to retain employees who come back to work after parental leave.

[Return to work and retention rate after parental leave at Agora S.A. in 2017, by gender

	Women	Men	Total
Return to work	92.8%	83.3%	90.9%
Retention after parental leave	91.4%	88.9%	90.7%

WORKPLACE [G4-DMA-LA] [G4-51] [G4-LA6] [G4-LA9] [G4-LA11]

Our employees can develop their competences and gain new experiences.

REMUNERATION

Agora S.A. has a number of motivation schemes in place (such as non-monetary schemes, sales-based programmes, motivation schemes for Management Board Members, etc.)

	2016	2017	YTY
Payroll and employee benefits in Agora Group	207.0 m PLN	201.0 m PLN	↓2.9%

HEALTH AND SAFETY

Agora S.A. fulfils all legal and formal requirements and takes systemic measures to prevent accidents and injuries in the workplace. Agora S.A. has taken steps to develop a structural approach to health and safety in the workplace. Agora defined general health and safety areas applicable to all employees as well as procedural health and safety requirements.

The following areas were defined: employee training, workplace accidents, medical examination, Health and Safety Commission, workwear, health and safety instruction, corrective glasses, prohibited work. Agora has also developed occupational risk assessments.

The company monitors the number of accidents in the workplace.

Registers of accidents are kept by Agora's, 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 the relevant regulations.

Type of injury and injury index, occupational diseases, lost and sick leave days, and work-related deaths in Agora S.A. in 2017, in breakdown by gender:

	Women	Men	Total
Number of minor accidents in the workplace	1	7	8
Number of serious accidents in the workplace	0	0	0
Number of work-related fatalities	0	0	0
Accident at work rate	1.3	7.6	4.4
Sickness absenteeism	12.0	4.7	8.7

Accident at work rate: the number of people injured in workplace accidents by the 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).

TRAINING, PROFESSIONAL DEVELOPMENT AND EMPLOYEE APPRAISAL

INTERNAL TRAINING

Agora's employee training programmes delivered in 2017 fall under three categories:

- managerial (*Manager's Toolset, Coaching Management Style, Delegating Tasks and Moderating Meetings, Management Workshops*).
- introductory (*Welcome to Agora, Navigator*).
- personal skills enhancement (*Communication and Assertiveness*).

Employees were eligible to enter the programmes.

No data is available for Agora S.A. employees only since training participation data is collected for the entire Agora Group only (cf. Agora Group Responsibility Report 2017).

As benefits for employees: full or partial refund of tuition fees for higher education and / or learning foreign languages.

Training in the Internet division

A complex training system was implemented in the Internet division. 400 employees of the Internet division received professional and skills development training in 2017.

Workshops included:

- workshops for managers in building, strengthening and sustaining employee engagement
- workshops for employees in communications, assertiveness tools and FRIS thinking,
- practical workshops in sales, marketing, special projects: Effective Sales Pitch,
- Design Thinking workshops for key employees involved in product development,
- FRIS – individual and group workshops for manager teams,
- professional training for IT.

The Internet division conducts annual employee engagement and satisfaction survey and interviews with employees leaving the company.

In-house coaching

In 2017 Agora introduced a programme of internal coaching as a new method of supporting employees' professional development. The sessions were delivered by ICC-certified coaches. One-on-one coaching was dedicated to developing managerial competences. The sessions have been continued into 2018.

Employee appraisal

Employees of Agora are offered regular, formal appraisal interviews evaluating the quality of their performance (task execution) and competences (once a year). Since 2017 superiors have meet with their team members for career development interviews that focus mainly on the future while providing some summary of the employee's performance to date.

Share of employees of Agora S.A. who received appraisals in 2017, breakdown by employment category

	Women	Men	Total
Middle and senior management	53.5%	60.3%	56.8%
Other employees	89.3%	95.2%	94.4%
Share of employees who received appraisal	81.3%	87.5%	85.9%

Individual career plans were developed for key employees of the Internet division.

Employee satisfaction survey in the Internet segment

Since the fourth quarter of 2016 all employees of the Internet division and Trader.com (Polska) have been invited to take an employee satisfactions survey. The survey is anonymous and comprises 20 rated statements and four open questions. In 2017, the survey was taken by 227 individuals who provided 1200 answers to the open questions. Because the responses from the employees of Agora S.A. and Trader.com (Polska) were collected in one batch, data for Agora S.A. only is not available

EMPLOYER BRANDING

Along with [Agora.pl](#) corporate website, [Kariera.agora.pl](#) and the social media channels (LinkedIn, GoldenLine) are the main communication channels for recruiting prospective employees.

[Kariera.agora.pl](#) provides an overview of the company, interesting facts for potential employees and job offers with direct links to the application form.

EMPLOYER BRANDING STARS AWARD

In 2017 Agora received the Employer Branding Stars award for the best recruitment materials. The awarded video campaign *Bez zbędnych słów* (Without Unnecessary Words) was designed to recruit employees for the sales department in Poznań. The project was delivered jointly by the Human Resources department and the Poznań section of *Gazeta Wyborcza*, and resulted in recruiting a new female member for the sales team.

Awarded video:
<http://poznany.wyborcza.pl/poznan/7,94245,22202853,wideorekrutacja-bez-zbednych-slow-specjalista-ds-sprzedazy.html>

WELCOME TO AGORA

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 key information about the company, health and safety regulations, data protection and computer usage rules as well as social responsibility aspects important to Agora. The orientation training helps new employees to learn the most important facts and allows them to become familiar with key codes and regulations as well as organizational culture, customs and traditions observed within the company.

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 information kit.

PROGRAMMES FOR EMPLOYEES [G4-LA2]

It is crucial for Agora Group to ensure that employees are able to maintain a healthy work-life balance and lifestyle.

Employee benefit programmes

Agora Group employees have access to MyBenefit platform. The employees 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, types of employees have access to a broad range of services: discounts for vacation in Poland or abroad, 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. The offer also contains a MultiSport Card.

91.5% employees of Agora S.A. used MyBenefit system

	2016	2017
Share of employees who used MyBenefit	+82.1%	+91.5%

Agora's employees are also entitled to reduced-price tickets for themselves and their plus-ones in all Helios cinemas around Poland.

Sports events

In 2016 the company also started a running fund to cover the cost of entry fees to running competitions, mostly marathons, half marathons or other non-standard long-distance runs and long ski runs. The idea behind the fund is to support the largest possible group of runners – employees of Agora S.A. Each employee is entitled to a specified amount per year.

	2016	2017
Number of Agora S.A. employees who received refunds from the running fund	20	35

Seventh Agora Family Run was held on 22 October 2017 in Warsaw. Employees of Agora and their family members received free admission. 20 adult and 13 child competitors entered the run. Agora's sports events continue to gain popularity. 2017 Agora Mundial attracted 18 teams, nearly 200 competitors, including the first female team.

250 athletes competed in the sport events in 2017



Jajo Agory skiing competition



Agora Mundial football competition



Agora Open Tennis tournament



Agora Cup yacht race

Employees also take part in outdoor sports competitions. During EKIDEN event held on 13-14 May 2017 *Gazeta Wyborcza* was represented by six runners. In the general classification, the team ranked 82nd of 707 teams all over the entire Poland. We were also 22nd in the corporate teams relay race (247 teams entered the competition)

EMPLOYEE BENEFIT PROGRAMMES

All employees of the Agora S.A. have:

- additional benefits for employees in difficult circumstances,
- access to a benefits platform and partial refunds of gym membership fees,
- partial refund of participation in sports events (including running events),
- mortgage loan.

They also have additional medical package for all employees and group insurance.

Special employee discounts on:

- cultural events co-organized by Agora Group,
- digital subscription of *Gazeta Wyborcza*,
- subscription of magazines,
- tickets to Helios cinemas,
- books in Kulturalnysklep.pl and e-books in Publio.pl.

WORK-LIFE BALANCE

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

The company also offers assistance to families with children. Parents receive a parental benefit from the company on the birth of their child. The company also contributes to the education of their employees' children by covering the cost of school starter kits or subsidizing the so-called 'green schools'. Employees of the company can also apply for a refund of the cost of their children's summer camp or of day-care or hiring a babysitter.

**GOOD PRACTICE: Dwie godziny dla rodziny (Two Hours for the Family)**

In 2017 Agora joined *Dwie godziny dla rodziny* campaign of Fundacja Humanites - Sztuka Wychowania. The theme of the 2017 action was family cooking and on 1 June 2017, International Children's Day, every employee could use the special opportunity to leave work two days earlier and spend time with their family.

Additionally, the video team of Gazeta.pl prepared several ideas for family pastimes: *Haps* recipe for a child simple grilled meal and *Myk!* tutorial for cooking on the beach. The videos were also published on Facebook, which significantly expanded the outreach of the campaign.

The Management Board of Agora also encouraged the employees to enter a special work-life balance competition, and internal

website published inspirations, a quiz and videos promoting healthy work-life balance, viewed nearly 300 thousand times!

Video 1: <http://haps.gazeta.pl/haps/10,151123,21890102,dziecinnie-prosty-grill-na-plazy.html>

Video 2: <http://myk.gazeta.pl/myk/10,155781,21889615,przenosna-kuchnia-na-plazy-to-proste-z-tym-mykiem-na-plazowego.html>

**GOOD PRACTICE: Agora Pracodawcą przyjaznym czytającym (Reader-Friendly Employer)**

2053 – number of e-book downloads in the *Darmowe ebooki* (Free Ebooks) programme*

The Agora was among the first to join the *CzytajPL* campaign and was awarded the title of *Pracodawca przyjazny czytającym* (Reader-Friendly Employer).

Agora actively promotes readership in the society at large as well as among its employees who are offered: discounts on e-books, audiobooks and press titles in Publio.pl Internet bookstore, discounts on all merchandise in Kulturalnysklep.pl online bookstore, special prices on books and collections of Agora Publishing House in Gazeta Café and special price on the digital subscription of Gazeta Wyborcza.

Free e-books for summer vacation and holidays

Employees of Agora Group could download free e-books from Publio.pl twice in 2017, before summer vacation and Christmas. This way Agora promotes readership among their employees.

Przeczytana? Wymień się! (Finished Reading? Pass It On!)

200 -> number of books read*

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 Maria Skłodowska-Curie Oncology Institute in Warsaw, for use by the patients, and to shelters for single mothers and homeless shelters.

GOOD PRACTICE

AGORA EMPLOYEES DONATE BLOOD

12 litres – blood donated by the employees of Agora in the blood donation campaign*

*Data incl. all Agora Group (and Agory S.A.)

On 11 July 2017 Agora and the Regional Blood Donation Centre organized a blood donation campaign in Agora's Czerska 8/10 office in Warsaw. Almost 100 employees volunteered to donate blood, of this number 53 were registered and 27 qualified to be donors after screening tests. The campaign yielded 12 litres of blood.

The event and blood donation at large were the subject of a promotional campaign among employees. Each donor received the traditional chocolate pack as well as a discount coupon for lunch in the in-house cafeteria and a voucher for a healthy juice or cocktail in Gazeta Café.



TELEWORKING IN AGORA'S MAGAZINES DIVISION

98.5% of teleworking employees in the Magazines division offer positive or neutral opinion about the arrangement.



The system of teleworking has been introduced to Agora's Magazines division in 2016, gradually launched in different teams. The shift is to some degree a response to the employees' needs and an increasingly more popular market standard. The key strength of such arrangements as indicated by the employees is convenience. An employee working from home in flexible hours has more freedom to adapt working conditions to their needs, which might considerably boost their effectiveness.

In 2017 Agora conducted a survey among the employees of the Magazines division on the topic of teleworking. 81.5 % of employees use this working arrangement. 98.5 % admitted that switching to teleworking had no negative effect on their work or the work of their team, while half of the group spoke favourably about the shift.

Office spaces in the Press division and in Poznań quarters of GW were arranged according to *activity-based working* principle (ABW).

HUMAN RIGHTS [G4-DMA-LA] [G4-DMA-HR] [G4-11] [G4-58] [G4-LA16] [G4-HR2] [G4-HR3] [G4-HR12]

PREVENTING DISCRIMINATION AND MOBBING IN THE WORKPLACE

Anti-discrimination and anti-mobbing policy -> *More: APPROACH TO MANAGEMENT [G4-DMA-LA]*

Agora is free from employee discrimination and mobbing.

Any workplace **discrimination, direct or indirect**, in particular related to: **gender, age, disability, race, religion, nationality, political convictions, union membership, belief, sexuality**, as well as to employment term and type – **permanent or temporary, part or full time** – is strictly **inadmissible**.

Any **decisions of the employer**, in particular those referring to:

- employment,
- promotion,
- access to professional training opportunities,
- remuneration

are based predominantly on **objective assessment of performance, skills and competences** and **professional experience**.

Agora’s relations with employees, collaborators, trainees and interns are based on the principles of:



As an employer, we oblige **our employees, collaborators, trainees and interns** to comply with the principle of **non-discrimination** and **not engaging in any kind of mobbing behaviours** towards: co-workers and subordinates, as well as to observe the principle of **respecting human dignity** in relations with them.

- ➔ Any incident or query related to the violation of equal treatment, anti-discrimination and anti-mobbing principles should be reported to the employer as specified in the anti-discrimination and anti-mobbing policy.

LABOUR PRACTICES GRIEVANCE MECHANISMS

On 27 November 2017 one of internet websites published a text accusing one of the employees of Agora of misconduct. On the same day Agora launched an investigation into the issue. *Gazeta Wyborcza* also published an official statement concerning the accusations and the employee under investigation voluntarily submitted to suspension.

Under the anti-discrimination and anti-mobbing policy, Agora S.A. appointed a commission tasked with conducting an investigation into the matter and providing proper protection to individuals involved.

On 19 December 2017 the commission concluded the investigation and presented their findings and recommendations to the Management Board, including necessary legal action. Out of respect to the privacy of the employees involved in the incident and their co-workers, the company decided to abstain from publishing more information about the incident. Thus, the workings as well as the report of the Commission are confidential.

Among the recommendations put forward by the commission was instant termination of employment contract with one of the persons involved in the incident.

The case raised the sensitivity among all members of Agora team to the topic of unwanted behaviours and was an impulse to reach back to relevant protocols, also by attending special training sessions. The Human Resources department of Agora is developing a system of workshops on the subject addressed to all employees of the company

Management Board announcement of 21 Dec. 2017

Expert sessions on preventing mobbing and discrimination

Two sessions with an independent expert on preventing discrimination and mobbing took place on 4 December 2017. The sessions were open to all employees and were designed to remind team managers and members what behaviours are inappropriate in the workplace and how to respond as a recipient or witness or such behaviours. The sessions were streamed online to other branches of the company.

zapraszamy
wszystkich
chętnych
na warsztat

**Masz moc.
REAGUJ!**



Video recording of the sessions is available in the Intranet to all employees. The two sessions attracted over 150 attendees and 100 online viewers.

Workshops *Masz MOC – reaguj!* (You have the POWER – react!)

In December 2017 Agora started promoting and in January 2018 conducted, workshops *Masz MOC – reaguj!* Their aim was to help participants develop skills to respond in difficult interpersonal situations. The workshop was open to all employees and was developed and delivered by Agora HR coaches.

EMPLOYEE REPRESENTATION; FREEDOM OF ASSOCIATION [G4-11] [G4-24] [G4-26] [G4-DMA-LA]

The following employee representation agents operate in the Agora S.A.: Employee Council and *Solidarność* Trade Union. They 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 Agora's employees and acts as an intermediary between them and the Management Board, operating as an advisory and consulting body. Information about the Council is posted on the company's intranet.

Information about the employee councils can be found in the Intranet.

***Solidarność* trade union in Agora S.A. and Inforadio Sp. z o.o.** has been active at Agora S.A., Inforadio Sp. z o.o., Agora Poligrafia Sp. z o.o., AMS S.A., and Grupa Radiowa Agora's Sp. z o.o. since 12 December 2011. 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.

No collective bargaining agreements are in force at Agora S.A.

DIVERSITY IN THE WORKPLACE [G4-DMA-LA] [G4-DMA-HR] [G4-LA12] [G4-LA13]

We create a workplace welcoming diversity, founded on respect and openness.



Diversity in Agora Group and Agora S.A. -> More: APPROACH TO MANAGEMENT [G4-DMA-LA]

Diversity and openness are values integral to Agora business operations as well as employment policy. Employees of Agora S.A. come from different backgrounds and cultures, exhibit various skills and talents, represent diverse thinking styles and viewpoints and have different life and professional experience.

The employees' professional potential is determined by their competences. The company strives to build a diverse but efficient team of individuals working together.



By signing the 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 system of education about preventing discrimination and mobbing,
- conduct 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.

The company takes measures to fulfil these obligations on multiple planes and the outcomes of these activities are discussed in this report.

→ MORE: EMPLOYMENT STRUCTURE

DIVERSITY AND EQUAL OPPORTUNITIES

Membership in management bodies by gender, age and education.

Employees of Agora by position category, age and gender

	Senior and middle management			Other employees		
	Women	Men	Total	Women	Men	Total
Aged ≤ 29	8.9%	5.0%	7.0%	19.9%	14.7%	17.5%
Aged 30-50	77.5%	73.9%	75.7%	66.3%	70.8%	68.4%
Aged 51 ≤	13.6%	21.1%	17.3%	13.8%	14.5%	14.1%
Total	51.7%	48.3%		52.4%	47.6%	

Employees of Agora Group by position category, gender and education.

	Senior and middle management			Other employees		
	Women	Men	Total	Women	Men	Total
Primary	0.0%	0.0%	0.0%	0.0%	0.3%	0.1%
Secondary	20.2%	28.1%	24.0%	29.5%	44.3%	36.6%
Higher	79.8%	71.9%	76.0%	70.5%	55.4%	63.3%
Total	51.7%	48.3%		52.4%	47.6%	

	Women	Men	Total
Share of employees with disabilities	0.6%	0.9%	0.8%

One of the main goals of the diversity policy is equal remuneration of men and women. The company is committed to fair and equal treatment of all employees regardless of their gender.

Employee salary versus average salary in Agora Group* by gender.

	Share of nominal average salary	Percentage of average salary paid
Average salary of women	92.5%	94.5%
Average salary of men	108.0%	106.1%

*Data does not include GoldenLine

ETHICS AND ANTI-CORRUPTION

We are committed to observing the highest ethical standards, operating in accordance with the law, our internal regulations and external codes of conduct we adopted.

APPROACH TO MANAGEMENT [G4-DMA-SO] [G4-15] [G4-16] [G4-56] [G4-M3] [G4-DMA-PR]

As a business we observe the law, our internal regulations and external codes of conducts we adopted. 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.

In our operations, we make every effort to eliminate any potential conflict of interests and prevent the disclosure of confidential information, we also follow a set of rules for interacting with any external media.

Agora adopted the following external codes of conduct:



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

Self-imposed regulations are particularly important in Agora's core business, its media operations and responsibility in the advertising segment. Agora makes every effort for the above codes and regulations to be upheld to the stakeholders' satisfaction. The company also observes the regulations stipulated in the 'Code of Best Practice' for WSE Listed Companies, discussed in detail in the corporate governance section of this report.

Internal codes of ethics observed at Agora S.A.:



- Agora's Charter
- Code of Journalistic Ethics
- Code of Journalist

To supplement the industry code of values, Agora has 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. The Agora's Charter is a document elaborating on the core values of the company in a form of a code of ethics.

Agora S.A. also has the following policies in place:



- Selection of advertisements accepted for publication in *Gazeta Wyborcza*, magazines: *Wysokie Obcasy Extra*, *Książki. Magazyn do czytania* and in digital publications (applications) and *Wyborcza.pl*.

The document lists all binding laws and internal regulations of Agora S.A. 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.

ADVERTISING ETHICS [G4-DMA-PR] [G4-M3]

With respect to the Agora Group, **advertising ethics** is related to our role as an advertiser as well as media publisher, which renders the issue of particularly important for all our operations.

We take every effort to ensure that the advertisements we publish comply with the law (including 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,
- Code of Good Practice for Press Publishers.



RADA REKLAMY

Code of Ethics in Advertising is a standard of marketing communication recognized universally across Poland. Adopted by Agora, Code of Ethics in Advertising constitutes 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). The code does not constitute a set of standards and by no means replaces relevant laws. Instead, it is a set of additional obligations and limitations adopted, irrespectively of the legal regulations in force. The Code is enforced by Union of Associations Advertising Council (Advertising Council).

→ More: <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 market players against unfair market practices that go contrary recognized the good practice code.

GOOD PRACTICE – Agora is Poland's first publisher with the ads.txt standard

Ads.txt standard was introduced in Agora's web services in 2017, to achieve greater transparency of the use of advertising displays. 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. With ads.txt files, publishers can enhance their brand protection against unverified sources of program advertising while advertisers are confident that they're buying original advertising space.

The project is an example of the online publisher's responsibility as follows relevant recommendations of IAB.

Ads.txt files have already been implemented by Gazeta.pl and Wyborcza.pl. The implementation process was run by Yieldbird, company of the Agora Group that manages advertising space and optimizes revenue from programmatic advertising.

Yieldbird informs other publishers they partner with about the need to apply ads.txt files. Implementing this solution builds standards and strengthens confidence in programmatic advertising. [More](#)



JOURNALIST ETHICS [G4-56] [G4-DMA-M] [G4-M3]

As a brand with a long journalistic tradition, we are committed to journalistic and media ethics. Freedom of speech, independence and reliability are important principles we uphold in our daily operations. We are courageous and responsible.

Any content we develop is based in reliable and true communications. Reliable sources and transparency are crucial to us. We act in accordance with the codes of [Media Ethics Charter](#).

As Poland's leading media brand, we are fully aware of our responsibility, impact and role in the environment at large, as well as the role of media in an individual's life and in the life of a civil society. Freedom of speech, fundamental rights, democratic values and sustainable social growth are the main pillars of our media and educational activities. We strive to help our consumers develop skills of healthy media usage and critical thinking. We are committed to protect pluralism of opinions.

Media Ethics Charter lists seven principles:

- 1. PRINCIPLE OF TRUTH – which means that journalists, editors, producers and broadcasters do their best to ensure the information they convey reflects the truth; they report the facts scrupulously, without deformation and in their proper context, and in case of publicising false information they immediately correct it.*
- 2. PRINCIPLE OF OBJECTIVITY – which means that the author depicts the reality independently of his/her own views, reports reliably different points of view.*
- 3. PRINCIPLE OF DISTINCTION BETWEEN INFORMATION AN COMMENTARY – which means that the message is constructed in such a way that it is possible for the recipient to distinguish facts from views and opinions.*
- 4. PRINCIPLE OF HONESTY – which means acting in accordance with one's conscience and the good of the recipient, not submitting oneself to any influences, incorruptibility, refusing to act against one's beliefs.*
- 5. PRINCIPLE OF RESPECT AND TOLERANCE – i.e. respect for human dignity, rights, personal property, and especially for privacy and good name.*
- 6. PRINCIPLE OF THE PRIMACY OF RECIPIENT'S GOOD – which means that the basic rights of readers, viewers and listeners take precedence over the interests of the editorial staff, journalists, editors, producers and broadcasters.*
- 7. PRINCIPLE OF FREEDOM AND RESPONSIBILITY – which means that freedom of the media imposes on journalists, editors, producers and broadcasters responsibility for the form and content of the message and the consequences which result from them.*

PREVENTING CORRUPTION AND FRAUD [G4-DMA-SO]

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. While no documents or comprehensive solutions for preventing corruption or fraud in the workplace were put in place in 2017, Agora approaches the above principles as a foundation of our activity.

In 2017 **we launched a process of developing and implementing Agora Code of Ethics that will also cover the above issues. The document is scheduled to be completed and introduced in the first half of 2018.**

DEVELOPMENT OF AGORA CODE OF ETHICS

In December 2017 we conducted a survey among the employees of Agora S.A. on the topics that should be covered by Agora's Code of Ethics. The document is to gather and supplement all internal and external ethics codes adopted by Agora and, more importantly, indicate what attitudes and behaviours are desired and expected within the organization, and what behaviours are deemed inadmissible. The document will also cover: **whistleblowing procedures**, and **protection of whistle-blowers, gifting policy**, as well as **communications and education**.

As part of the process, Agora established Ethics Committee. The committee is made up of the company's employees and holds regular meetings. Another element of the project is a dedicated e-mail address: etyka@agora.pl and a special place in the Intranet with information about the project.

Employees, managers and executives will be involved in each a stage of the development of the document. We shall invite all of them to join the process through consulting sessions, workshops and training schemes.

We asked our team about the values that they find particularly important. At the top of the priority list were:

- independence,
- openness,
- tolerance.

PRIVACY AND DATA PROTECTION [GR-DMA-PR]

Agora S.A. has a policy and procedures that form a personal information and privacy protection system. In 2017 Agora S.A. conducted a comprehensive inspection of security systems and initiated the project of implementing security measures in the computer and business management systems to fully comply with the General Data Protection Regulation.



▪ PERSONAL DATA PROTECTION POLICY IN AGORA S.A.

Agora S.A. is committed to protecting customer privacy and customer data. To that end, the company adopted a number of regulations: Personal Data Protection Policy, Security Strategy, Security Policy, and Information Security Policy. The goal of Personal Data Protection Policy with its procedures and guidelines is to provide a regulatory framework to ensure that the processing of personal data for the Agora Group's operations is fully compliant with the law. Information Security Policy and its by-laws provide regulations for ensuring the security of collection, processing and transfer of information within Agora S.A. and compliance with relevant data protection laws. Relevant regulations for Agora's web portals and mobile applications are: Rules of Using Webservices of Agora S.A., Privacy Policy and Privacy Policy in Mobile Applications and other internal codes and regulations. -> More in section: **Responsibility towards clients and suppliers.**

To ensure compliance with the policies listed above, the company appointed Data Protection Inspectors and Data Protection Committee.

Personal data and privacy protection is also on the agenda of Welcome to Agora orientation training for new employees.

RESPONSIBILITY TOWARDS CUSTOMERS AND SUPPLIERS

We build lasting and sustainable relations with our environment

APPROACH TO MANAGEMENT [G4-24] [G4-26] [G4-27] [G4-DMA-SO] [G4-DMA-PR] [G4-DMA-M]

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

- Our goal is to provide excellent quality services for our users' satisfaction,
- We are committed to building positive and lasting relations with users,
- The overriding rule in our interactions with our users is fair conduct in accordance with the highest ethical standards.

Agora S.A. has a portfolio of very diverse products and services. The businesses of Agora S.A. publish press, develop and manage internet portals, web services and mobile applications and printing services, etc. The company is committed to a responsible approach to products and services it offers. 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's approach in this area.

→ Relations with suppliers and business partners

Due to the diverse and segmented operations of different businesses and entities of Agora S.A., the company 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.

→ Customer relations

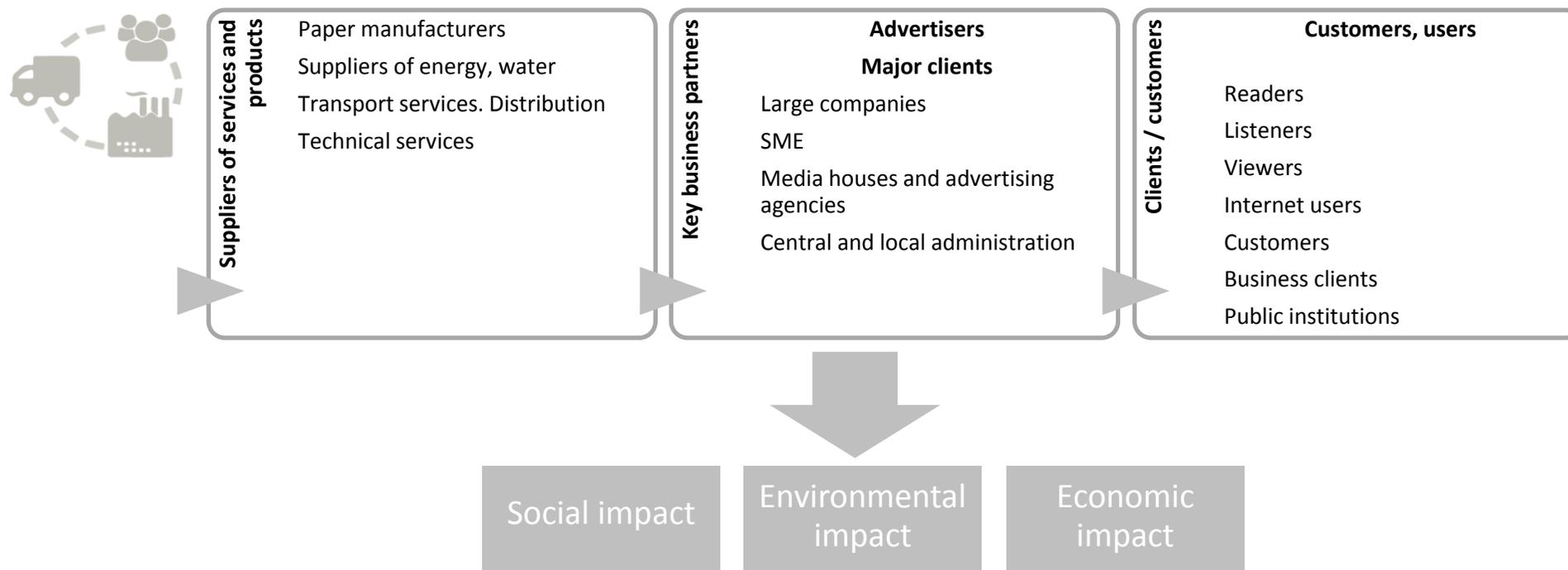
Agora S.A. observes a number of documents to ensure proper customer relations, external as well as internal self-imposed codes include:



- 1) Code of good practices in customer service
- 2) External codes, general rules of advertising publication
- 3) Customer service procedures
- 4) Complaint procedures

More -> [Customer Service Standards](#)

SUPPLY CHAIN AND OUR IMPACT [G4-12] [G4-24] [G4-26] [G4-27]



RELATIONS WITH CONTRACTORS [G4-12] [G4-13] [G4-26] [G4-27]

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.

Effectiveness	2017	2016	YTY
Inventory turnover period	22 days	18 days	22.2%
Receivables collection period	79 days	78 days	1.3%
Liabilities settlement period	36 days	38 days	(5.3%)

- 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 related entities.

No significant supply-chain changes occurred in 2017.

RELATIONS WITH CLIENTS / CUSTOMERS [G4-24] [G4-26] [G4-27] [G4-DMA-PR]

We take responsibility for the services and products we offer, with transparent marketing communications and the rules of using our services and products.

PROTECTION OF PRIVACY AND PERSONAL DATA

Agora S.A. is committed to protecting customer privacy and customer data. We view personal data protection as a priority, comply with legal regulations and self-imposed strategies and policies designed to eliminate loopholes that might lead to potential breaches. We also uphold customer communications industry standards.

Internal self-imposed codes:



- *Strategia Bezpieczeństwa Agora S.A.* (Security Strategy of Agora S.A.)
- *Polityka Bezpieczeństwa Agora S.A.* (Security Policy of Agora S.A.)
- *Polityka Bezpieczeństwa Danych Osobowych Agora S.A.* (Personal Data Protection Policy of Agora S.A.)

Main documents available to users:



- **Ochrona prywatności użytkowników serwisów internetowych Agora S.A. (Customer Privacy and Personal Data Protection for Users of Agora S.A. Web Services)**
http://pomoc.gazeta.pl/pomoc/1,154322,8856779,Ochrona_prywatnosci.html
- **Polityka Prywatności w zakresie aplikacji mobilnych (Mobile Applications Privacy Policy)**
http://pomoc.gazeta.pl/pomoc/1,154322,13569772,Polityka_Prywatnosci_w_zakresie_aplikacji_mobilnych.html

- **Regulamin Użytkownika Serwisów Internetowych Agora (Rules of Agora Web Services User)**
http://pomoc.gazeta.pl/pomoc/1,154322,11261764,Regulamin_uzytkownika_Serwisow_Internetowych_Agory.html
- **Zasady korzystania z aplikacji Czasopism na nośniku z systemem iOS i Android (Rules of Using Czasopisma Application on iOS and Android Handheld Devices)**
http://pomoc.gazeta.pl/pomoc/1,154322,14943254,Zasady_korzystania_z_aplikacji_Czasopisma_na_nosniki.html
- **Zasady korzystania z aplikacji Gazeta Wyborcza na nośnikach z systemem iOS i Android (Rules of Using Gazeta Wyborcza Application on iOS and Android Handheld Devices)**
http://pomoc.gazeta.pl/pomoc/1,154322,14449363,Zasady_korzystania_z_aplikacji_Gazeta_Wyborcza_na.html
- **Regulamin użytkownika Gazeta Wyborcza (Gazeta Wyborcza Rules of Usage)**
http://wyborcza.pl/1,76842,17859124,Regulamin_uzytkownika_Gazety_Wyborczej.html
- **Regulamin Ogólne zasady udostępniania treści (General Rules of Content Provision)**
http://newslettery.gazeta.pl/newslettery/1,94882,13791543,Regulamin_Ogolne_zasady_udostepniania_tresci.html

→ More: **PRIVACY AND DATA PROTECTION**

CHANNELS OF COMMUNICATION WITH CUSTOMERS IN AGORA SERVICES:

Gazeta.pl helpdesk: pomoc@agora.pl

Helpdesk for subscribers of *Gazeta Wyborcza*: pomoc@wyborcza.pl

Website: <https://www.agora.pl/kontakt>

Phone, e-mail, social media

COMPLAINT PROCESSING SYSTEM OF AGORA S.A.

Complaint regulations, including complaint procedure and obligation to process a complaint within 24 hours (applies to working days) are specified in:



→ **Zasady ogólne zamieszczania reklam i ogłoszeń w wydawnictwach Agory S.A. (General Rules for Publishing Advertising in Publications of Agora S.A.):**

<http://bi.gazeta.pl/im/8/21574/m21574578,ZASADY-OGOLNE-2017.pdf>

→ **Zasady ogólne zamieszczania reklam serwisach internetowych Agory S.A. (General Rules for Publishing Advertising in Web Services of Agora S.A.):**

<http://bi.gazeta.pl/im/8/21954/m21954708,ZASADY-OGOLNE-WYBORCZA-PL.pdf>

→ **Ogólne zasady zamieszczania reklam w portalu Gazeta.pl (General Rules for Publishing Advertising in Gazeta.pl)** http://reklama.gazeta.pl/wp-content/uploads/2015/10/zasady_GAZETA_PL.pdf

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.

CUSTOMER SERVICE STANDARDS [G4-DMA-PR] [G4-24] [G4-26] [G4-27]

- ▶ In communicating with business clients and customers, readers, users, listeners and viewers, we observe the **Code of Best Practices in Customer Service** and internal codes and procedures, including a complaint handling protocol. We also act in accordance with industry codes adopted by the organization (Code of Good Practice for Press Publishers, Code of Ethics in Advertising, Media Ethics Charter)



- **Code of Best Practices in Customer Service**

The main idea behind the code is to regulate contacts between the employees of Agora S.A. and customers, readers and users as well as structure 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.

SURVEYS AMONG USERS AND READERS

- **SURVEY AMONG THE USERS OF GAZETA.PL**

Gazeta.pl 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.

- **ŚWIAT, KTÓRYM ŻYJEMY – POWIEDZ NAM, CO O NIM MYŚLISZ (THE WORLD WE LIVE IN – TELL US WHAT YOU THINK ABOUT IT) SURVEY AMONG THE READERS OF GAZETA WYBORCZA AND THE USERS OF WYBORCZA.PL**



28th anniversary of *Gazeta Wyborcza* was an excellent opportunity to look back at its history. The team developed a survey in which they asked the readers what they think about *Gazeta Wyborcza* and about the world we live in. The survey was anonymous and available online and in a printed form. Its hard copy was published with 27-28 May 2017 issue of *Gazeta Wyborcza*. All responses and remarks were appreciated.

GOOD PRACTICES [G4-DMA-PR] [G4-24] [G4-26] [G4-27] [G4-M6] [G4-M7]

AGORA GROUP ADVERTISING RECOGNIZED FOR EXCELLENT SERVICE QUALITY



In the report **Biura Reklamy 2017** developed by advertising industry magazine *Media&Marketing Polska*, sales teams of *Gazeta Wyborcza* was topped in their respective categories.

Sales team of *Gazeta Wyborcza* wins among dailies.

Sales team of *Gazeta Wyborcza* made a major step forward. As emphasized by the authors of the report, 'daily press is entering an entirely new phase and it seems that Agora has a full understanding of the changes'. In the survey the clients of *Gazeta Wyborcza* praised the ability of the daily's sales team to offer advice and interesting solutions. They also appreciated the sales team for their speed, effectiveness and flexibility. *GW's* sales team scored higher than average on as many as six dimensions.

Media&Marketing Polska magazine publishes annual reports *Biura Reklamy* with the ranking of media sales teams. Media sales teams are assessed by a panel of media houses experts. Each team is scored on: overall performance, flexibility and effectiveness in mid-campaign change, openness to price negotiations, offering attractive formats and solutions. The survey was delivered by Kantar Millward Brown, with the use of CATI method, on 5-12 October 2017.

NEW RULES OF POSTING COMMENTS IN WYBORCZA.PL

In 2017 *Wyborcza.pl* introduced changes to the rules of posting comments on the content published on the website. The purpose was to improve safeguards against hate-speech, spreading false information and lack of responsibility for the opinions posted anonymously in the web. From mid-August 2017 only logged-in subscribers of *Wyborcza.pl* have been able to post comments on articles and join discussions conducted in the service. *Wyborcza.pl's* comment section is a platform for inspiring conversations about specific texts and the subscribers often bring in very interesting and new perspectives on the subjects that are relevant to them.

In user behaviour research, subscribers of *Wyborcza.pl* emerge as far more likely than average readers to read through the entire article and to forward the articles to their friends. The research reveals interesting insights that are applied by the team of *Gazeta Wyborcza* in planning further content development and promotion measures.



SOCIAL AND ENVIRONMENTAL IMPACT

→ We build lasting relations with our environment

SOCIAL IMPACT

APPROACH TO MANAGEMENT [G4-DMA-SO] [G4-EC7-M] [G4-DMA-M] [G4-24] [G4-26] [G4-27]

Dimensions of our responsibility:



In September 2015 United Nations General Assembly adopted 17 Sustainable Development Goals, including: good health and well-being, affordable and clean energy, innovation and infrastructure, sustainable cities and communities and climate action. The goals will guide global development until 2030 shared by states, businesses and communities around the world. Through their activities the Agora Group wishes to contribute to the goals.

We have conducted CSR activity in the following SDG areas:



Agora accepts responsibility not only for the impact of our decisions and actions on the society and natural environment, sustainable growth, including the wellbeing and health of the society, and responds to the expectations of its stakeholders. Social activities of the Agora Group are compliant with the relevant laws and international norms of conduct and are aligned with the organization’s operations, and practiced in our relations with stakeholders.

▪ **Agora S.A. has a structured policy regulating the company's social and sponsoring activities:**



Social and Sponsoring Activities Policy of the Agora Group and Agora S.A. was adopted by the management of the company in 2016 and reflects our strategic approach to corporate social responsibility.

Goals of the activities conducted under the Policy:

- education, individual and social development;
- stimulating civic attitudes and respect for human rights;
- promoting culture and its inclusive availability;
- promoting health and healthy lifestyle;
- care for the natural environment;
- care 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 care for the prosperity of the regions in which the group operates as good places for living, working and realizing plans. They also contribute to the positive image of the Group and its brands as people's organizations engaged in the lives of their respective communities.

➔ **Read more about the policy** <https://www.agora.pl/polityka-dzialan-spoeczno-sponsoringowych-w-nbsp-grupie-agora>



▪ In light of the industry profile of Agora S.A., the company adopted a 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.

Projects delivered by the Agora Group in the areas of social impact and local communities development have strengthened our relationship with local communities, thanks to expanded outreach, 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.

Policy of Social and Sponsoring Activities implemented by Agora also resulted in tangible 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.

GOOD PRACTICES [G4-DMA-SO] [G4-EC7-M] [G4-DMA-M] [G4-24] [G4-26] [G4-27]

In 2017 Agora S.A. continued long-term initiatives in four segments: civic, education, culture and charity, and initiated new regional and nationwide projects.

CHARITY

22 thousand PLN collected by the media of Agora Group in the 26th final of the Wielka Orkiestra Świątecznej Pomocy

12th edition of International Children's Day charity campaign of *Gazeta Wyborcza*

106 thousand PLN collected by the Katowice section of *Gazeta Wyborcza* in the auction of 13 chairs for ISKIERKA Foundation

200 thousand PLN – total amount raised in the 14th *Fabryka Świętego Mikołaja* (Santa's Factory) campaign of Wrocław *Gazeta Wyborcza*

45 students received scholarships totalling 153,780 PLN in *Agrafka* programme of Agora Foundation

EDUCATION

120 schools entered *Matematyka w twoim życiu* (Mathematics in Life) competition, part of *Matematyka się liczy* (Mathematics Counts) campaign of *Gazeta Wyborcza*

16th edition of *Szkoła z klasą 2.0* (School with Class), Agora Foundation and *Gazeta Wyborcza* are involved in the project

GOOD PRACTICES [see ANNEX – AGORA'S GOOD PRACTICES]

CULTURE

8. edition Ryszard Kapuściński award for authors of the best works and translations of non-fiction

Centrum 8/10 Czerska meetings with creators that are talked about and works that evoke emotion.

1655 stories were sent in to Akademia Opowieści storytelling competition

COMMUNITY

67% of respondents - users of *Gazeta.pl* reached with **Adopt a Bee campaign info** on *Gazeta.pl*

78.2 years – the average life expectancy in Poland. *DŁUGOwieczni* (Long-Lived) is a campaign of *Gazeta Wyborcza* addressed to seniors.

292 thousand copies – circulation of *Gazeta Wyborcza* with *Koperta życia* (Emergency Health Information Card)

4th edition of *Pracownia Miast* of *Gazeta Wyborcza* was launched in Sandomierz, titled *Miasto w roli głównej* (Spotlight on City)

80 sessions – of local *Wyborcza na żywo* (Wyborcza Live) events, with nearly seven thousand attendants

207 projects were entered to the competition for *Bilet za horyzont* scholarship under the project of *Gazeta Wyborcza – Jutronauci* (Tomorrownauts)

10 towns hosted *Miasto Idei* (City of Idea) project in the Silesia region in 2017

200 people joined *Silesia without smog* workshops

23 thousand views of *Kiedy zobaczyłem Cię po raz pierwszy* (The First Time I Saw You) film by the video team of *Gazeta.pl*

21 women journalists from 13 editorial offices contribute to *NewsMavens.com* – Europe's first service created only by women

8 million views of all episodes of *Next Time* series produced by the video team of *Gazeta.pl*

1,200 libraries received *Paczka Literacka* (Reader's Pack) - a free set of books and audiobooks from Agora Publishing House

Powstańcy 1944 (Insurgents of 1944) – title of the educational film produced by the video team of *Gazeta.pl* to commemorate the 63th anniversary of Warsaw Uprising

70 seniors participated in the Senior Week workshops in Poznań

AGORA FOUNDATION

FUNDACJA
AGORY

Agora Foundation was established in October 2004. Since 2005 it has had the status of public benefit organization. In recent years Agora Foundation has focused on organizing and financing campaigns conducted with *Gazeta Wyborcza* and on charity programmes. Its pro-bono activities are financed from the collection of the one % income tax deduction.

In 2017, like in the previous years, Agora Foundation also subsidized the *Zeszyty Literackie* quarterly and NIKE Literary Award. NIKE is a competition for the best book given to authors since 1997.

Agora Foundation's activities in 2017 financed from the collection of one % income tax deduction:

In 2017 Agora Foundation continued to collect the one % income tax donations for assisting seniors and other social projects. The main goal was to support seniors and the families who provide care to them. Volunteers were recruited for the local volunteering network in the first edition of Local Volunteering project, *Pomóż swoim rodzicom* (Help Your Parents) campaign organized in collaboration with Fundacja Hospicyjna in Gdańsk.

Coordinators were prepared to work in the project through training necessary to recruit volunteers and coordinate their work. Meanwhile coordinators in local centres of volunteering received and continue to receive training, workshops and instruments necessary to build a volunteer network. Organizations interested in joining the project can contact recruitment centre at: wolontariatlokalny@agora.pl

In autumn of 2017 Agora Foundation joined the project of Fundacja Hospicyjna, with hundreds of volunteers around Poland dressing in superhero costumes to show support to the people who provide home care to people with severe illnesses. Superheroes were also visible in the social media ('#amożety' hashtag). The campaign's main event took place on Friday, 24 November 2017, in the Main Hall of Central Railway Station in Warsaw with a gathering of volunteers in superhero costumes and a presentation of the campaign spot: *Opiekun rodzinny nie musi być sam* (A Caregiver Doesn't Have to Be Alone).

<https://www.youtube.com/watch?v=iwQp5jIir0E>

Other projects of Agora Foundation in 2017

- **School with Class 2.0. (see ANNEX – AGORA'S GOOD PRACTICES)**
- **Help to Ukrainian Students and Free Media in Ukraine and Other Countries of Eastern Europe**

Agora Foundation continued to support training and conferences for democratization of the media in Ukraine and other countries to the East of Poland.

fundacjaagory.pl

ENVIRONMENTAL IMPACT

APPROACH TO MANAGEMENT [G4-DMA-EN] [G4-26] [G4-27]

Summary of Agora’s environmental impact management focuses naturally on the segments of the group’s operations with the highest impact on the environment. It is for this reason, as well as due to the diversity of the company’s operations, environmental impact shall be discussed separately for: printing services and building administration (‘green office’)

Importance of non-financial aspects in the Environment category as identified by the employees of Agora Group:

More: [Dialogue with stakeholders](#)



Agora S.A. identified priority areas of direct environmental impact of the company’s business operations, these are:



Agora S.A. developed and implemented a policy for managing environmental impact in the Print Segment:**Integrated management system in Agora S.A. printing plants:**

The key elements of the environmental policy are:

- compliance with relevant environmental legal regulations,
- development of safe and environmentally friendly attitudes and behaviours through continuously improving employees' qualifications and their participation and commitment to pro-environmental activities and waste sorting for recycling or safe disposal,
- reducing the consumption of natural resources through: rational consumption of water, reduction in the consumption of electricity and heating, reduction of technological losses, in particular paper loss.

The policy has been in place since 2009.

The key environmental objectives identified in 2017 focused on:

- effective materials management, including maintaining steady electricity, heat, gas and water consumption,



-> More: ***Our environmental impact***



Until 4 December 2017, Integrated Management System operated in the Printing Services segment, based on ISO 9001:2008 quality management standard, ISO 14001:2004 environmental management standard and OHSAS 18001:2007 occupational health and safety management standard.

An ISO 9001 compliance audit was conducted on 4 December 2017 and Agora decided to forgo applying for paid ISO 14001 and OHSAS 18001 certification, due to the financial condition of the segment. Since 4 December 2017, Quality Management System based on ISO 9001:2008 Standard has been in place. Currently, the company is in the process of certification according to the new ISO 9001:2015 standard.

ENVIRONMENTAL IMPACT [G4-DMA-EN] [G4-EN1] [G4-EN2] [G4-EN3] [G4-EN6] [G4-EN8] [G4-EN19] [G4-EN22] [G4-EN23] [G4-EN28] [G4-EN29]
PRINTING SERVICES

Agora S.A. owns two offset printing plants located in Warsaw and Piła, equipped with presses for printing newspapers. The facilities in Warsaw and Piła also have presses for printing magazines and ephemera.

Agora S.A. defined the objectives in terms of managing and reducing materials, supplies, energy and water consumption and began monitoring the achievement of adopted objectives.

To achieve environmental goals, Agora's printing plants took measures to reduce materials and supplies consumption through:

- 1) reduction of electricity and heat consumption,
- 2) rational water consumption,
- 3) reduction of technological losses, in particular paper loss.

Electricity, heating, water and gas consumption by Agora S.A. printing plants in 2017 and YTY consumption drop.

	2016	2017	YTY
Electricity [MWh]	18,805	15,962	↓15.1%
Natural gas* [m3/year]	796,890	605,046	↓24.1%
Heating [GJ]	14,709	14,799	↓0.6%

Data based on invoices. Conversion factor 1MWh=3.6GJ.

8,519 [Mg] – CO₂ emissions saving in 2017, resulting from a long-term programme implemented in Printing Services Segment [G4-EN19]

WATER CONSUMPTION AND EFFLUENTS

[m3]	2016	2017	YTY
Water from municipal system and effluents	9,168	5,690	↓37.9%

MATERIALS AND SUPPLIES CONSUMPTION

51.2 % average share of 100-percent recycled materials (paper) used in production in 2017

Percentage of recycled materials used as input materials in production

	2016	2017	YTY
Piła	58.3 %	50.5 %	↓7.8 pp
Warsaw	58.2 %	42.7 %	↓15.5 pp
TOTAL	58.3 %	45.9 %	↓12.4 pp

Technological paper loss

[Mg]	2016	2017	YTY
Piła	2,245	1,836	↓18.2 %
Warsaw	1,656	1,652	↓0.2 %
TOTAL	3,901	3,488	↓10.6%

412.6 [Mg] – decrease in waste paper output in 2017 versus 2016 [G4-EN28].

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 (waste transfer documentation). It is therefore easy to show differences between the volumes produced in 2017 and previous years.

BUILDING'S ADMINISTRATION

Czerska 8/10 building in Warsaw houses the offices of Agora S.A. and other entities (Agora TC, AMS, Adpol, Grupa Radiowa Agory (GRA), Doradztwo Mediowe, Inforadio, some departments of Helios, NEXT FILM, Trader.com (Polska), Optimizers, Yieldbird) therefore environmental data are aggregated.

Agora S.A. has 21 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 usage, effluents and waste output, etc.

Report from internal audit of Agora S.A., September 2017

The report from the energy audit conducted by Agora S.A. in September 2017 revealed that 74% of the total energy consumed by the company is electricity. Hence, this report presents the aspect of electricity and water consumption, effluents output and waste management as key aspects indicated in the dialogue with stakeholders.

Agora S.A. Energy Audit Report lists current projects and technologies used to improve energy efficiency of the company. Among the conclusions, the report points out that the measures taken by Agora S.A. reveal a **high degree of energy optimisation**:

- | | |
|--|---|
| 1. Reactive power compensation | 6. Building management system (BMS) in the Czerska office – optimizing the functions of heating/ cooling / ventilations systems |
| 2. Use of LED lights | 7. Freecooling circulation for cooling air inside the building |
| 3. Heat recovery from air compressors installation | 8. Use of VSD (Variable Speed Drive) cooling units |
| 4. Zone air-pressing system | 9. Use of VSD compressors |
| 5. Zone light switches | |

ENERGY CONSUMPTION IN AGORA GROUP BUILDINGS

[MWh]	2016	2017	YTY
Electricity consumption	11,728	11,259	↓4.0 %

Data for 21 Agora S.A. locations: Białystok, Bielsko-Biała, Bydgoszcz, Częstochowa, Gdańsk, Gorzów Wlkp., Katowice, Kielce, Kraków, Lublin, Łódź, Olsztyn, Opole, Płock, Poznań, Radom, Rzeszów, Szczecin, Toruń, Wrocław and Warsaw (building at 8/10 Czerska St.). No data available for Zielona Góra (electricity bill included in the cost of rental).

WATER AND EFFLUENTS

[m3]	2016	2017	YTY
Water consumption and effluents discharge	26315	23,760	↓9.7 %

Data for 11 locations: Bielsko-Biała, Bydgoszcz, Częstochowa, Gdańsk, Kielce, Kraków, Opole, Poznań, Szczecin, Wrocław and Warsaw (8/10 Czerska St. buildin. No data available for the remaining 11 locations.

WASTE MANAGEMENT

Agora S.A. has signed contracts with their waste collection and treatment service suppliers, ensuring that all of the waste they collect from them properly recycled or neutralised. Company has waste management system and reports on it to relevant authorities, in accordance with applicable laws and reporting regulations.

In Agora S.A. 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 disposal

Through the use of the latest technological materials solutions, the volume of waste is reduced each year. The waste volume increase in Błonie storage facility is due to higher output of books, both published and sold, in 2017.

Waste output in Agora S.A.'s localizations in 2017:

[Mg]	2016	2017	YTY
Waste output in Agora's printing plants			
Hazardous waste	49.0	44.9	↓8.4 %
Non-hazardous waste	4402.0	3,835.9	↓12.9 %
Waste in storage of Agora Publishing House in Błonie			
Paper and cardboard	90.28	99	↑ 9.7%
Plastic	4.75	-	-
Total waste in Agora Warsaw office, Czerska 8/10			
Electronics and appliances	5.304	4.170	↓21.4 %
Packages	2.960	3.000	↑1.4 %

Based on the contract with suppliers of waste collection and treatment service providers.

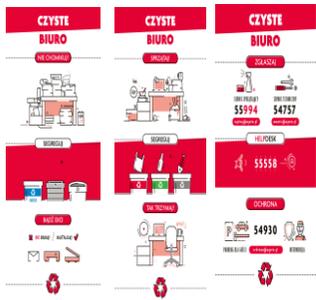
GOOD PRACTICES

ENVIRONMENTAL SOLUTIONS IN AGORA GROUP'S PRINTING PLANTS

In all printing plants, ice water system was installed with air coolers that use the temperature of the exterior as a cooling factor, which resulted in significant electricity savings. Moreover, all plants have systems of heat recovery from air compressors, with recovered heat used to heat up water and for central heating. Zone light switches were installed to ensure that only working machines are lit. Traditional incandescent lights are gradually replaced with LED lighting. Similarly to the zone light switches, air is pressed only into those zones with working machinery.

CLEAN AND COMFORTABLE OFFICE (CZYSZE I WYGODNE BIURO)

Czyste i wygodne biuro is a pamphlet developed by the administrators of the Czerska 8/10 office for the employees. The goals that all employees are encourage to adopt are:



→ help make this a welcoming place, take care of the atmosphere, comfort and aesthetics of the space we all share,

→ make sure cleaning services can access the floor, desks, etc. to make cleaning less labour-intensive and reduce its cost,

→ help keep the air inside the building clear and healthy – less dust, bacteria, allergens,

→ notify janitorial services as soon as possible when assistance is needed.

Information about keeping the workplace and its immediate environment clean and waste sorting in a form of graphics was e-mailed to all employees and displayed in special frames in office spaces.

The campaign was designed to help the employees learn and adopt good practices including waste sorting and recycling. Waste sorting system was introduced in the Czerska office in 2015, aligned with the waste management guidelines of Mokotów, where the Warsaw office is located, also including waste paper collection.

In Warsaw, gas-fuelled forklifts were removed, which allowed for reducing the consumption of propane-butane gas, and consequently – also CO₂ emissions reduction.

162 – reduction in a number of gas cylinders used in Agora printing plants in 2017 yoy

DRINK TAP WATER

In 2016 administrators of Czerska 8/10 building decided to stop buying bottled drinking water and conducted a campaign encouraging employees to drink tap water. Through regular testing, Municipal Water and Sewage Company of the Capital City of Warsaw confirmed that Warsaw tap water is clean and safe to drink. Additionally, Agora S.A. regularly tests drinking water collected in our water tanks, to confirm its quality and suitability to drink.

GOODWILL RECYCLING

At a meeting with employees in November 2017, the entire staff of Agora Group was invited to join *Recykling życzliwości* (Goodwill Recycling) initiative, a project launched on the liquidation of *Gazeta Wyborcza* paper archives. Funds raised in the project were allocated to a charity selected through voting. Agora Foundation collected the highest number of votes.



CORPORATE GOVERNANCE

Transparency and clarity are the main principles of our communications

APPROACH TO MANAGEMENT [G4-DMA-SO]

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 a share company listed on Warsaw Stock Exchange, in indices: WIG, sWIG80, WIG-MEDIA and the RESPECT Index (since 18 Dec. 2017) 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.

Internal regulations of Agora S.A.:



- Rules of handling proprietary information
- Agora S.A. procedure for the circulation of sensitive information

We ensure equal access to information. Hence all data falling under the categories listed below are protected and can only be made public in a procedure specified in Agora S.A. Procedure for the Circulation of Sensitive Information. These are:

- 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.

Unauthorized dissemination or disclosure to third parties of the above types of information by any employee or collaborator is strictly forbidden.

With respect to all employees of Agora S.A., we take every measure to eliminate the possibility of conflict of interest or any actions that might violate the non-competition clause.

Internal regulations of Agora S.A.:

- Publication dates of Agora S.A. financial statements
- Agora S.A. blackout periods Agora S.A.
- Rules of access to confidential information

Rules of providing information to the Financial Supervision Authority (KNF) and Agora

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.

PRINCIPLES COMMUNICATIONS

We continue to take every measure to ensure communications consistency and equal access to information about Agora as a publically 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 and Agora S.A.**

External regulations:

- Code of Best Practice for WSE Listed Companies 2016

We meet all requirements of the Code of Best Practice for WSE Listed Companies 2016 and observe relevant international standards. We continue to strive for the highest standards of corporate governance. We observe the principle of limited communication with the capital market in blackout periods, i.e. before the publication of Agora Group's financial results. We know and respect the regulations relevant to trading Agora's financial instruments.

SHAREHOLDERS [G4-7] [G4-9] [G4-34]

In accordance with the formal notifications received from the shareholders, particularly on the basis of Article 69 of Act of 29 July 2005, on public offering, conditions governing the introduction of financial instruments to organised trading, and public companies, as at the day of publication of the annual report for 2017 the following shareholders were entitled to exercise over 5% of voting rights at the general meeting of shareholders of the Company:

Company	Number of shares	% of share capital	Number of votes	% of voting rights
Agora-Holding Sp. z.o.o	5 401 852	11.33%	22 528 252	34.77%
<i>Preferred shares (A)</i>	<i>4 281 600</i>	<i>8.98%</i>	<i>21 408 000</i>	<i>33.04%</i>
Powszechne Towarzystwo Emerytalne PZU S.A. (OFE PZU Złota Jesień and DFE PZU) (1)	7 594 611	15.93%	7 594 611	11.72%
<i>incl. OFE PZU Złota Jesień</i>	<i>7 585 661</i>	<i>15.91%</i>	<i>7 585 661</i>	<i>11.71%</i>
Media Development Investment Fund, Inc. (2)	5 350 000	11.22%	5 350 000	8.26%
Nationale-Nederlanden Powszechne Towarzystwo Emerytalne S.A. (3)	4 493 055	9.43%	4 493 055	6.93%
Shares purchased in buy-back program	1 084 595	2.28%	1 084 595	1.67%
Free float	23 741 313	49.81%	23 741 313	36.65%
Total shares outstanding	47 665 426	100%	64 791 826	100%

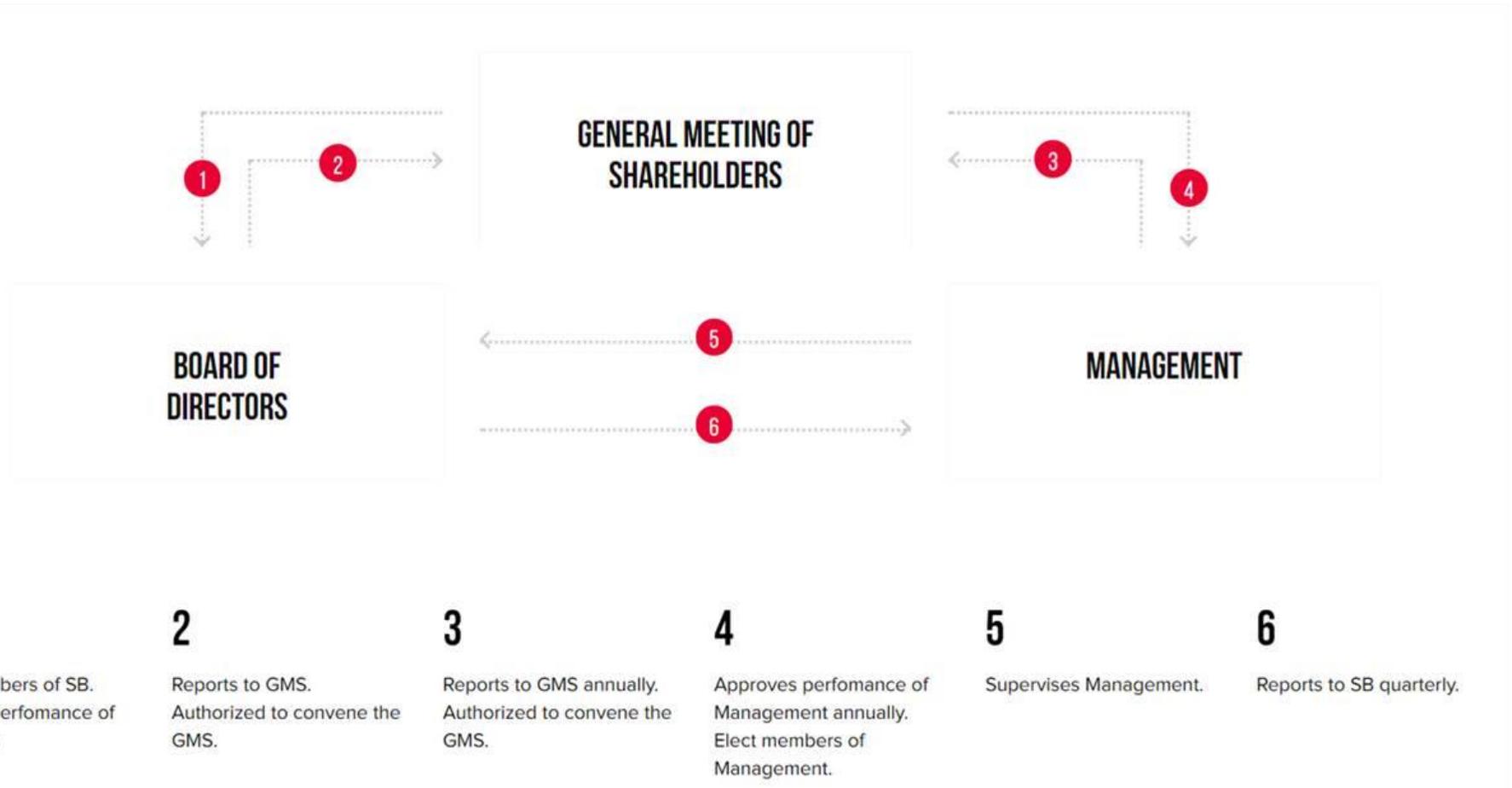
As at 15 December 2017.

(1) number of shares and votes is reported according to the shareholder's notifications as of December 27, 2012; the shares in the share capital and in votes was calculated by the Company after the share capital decrease registration.

(2) According to official notification received by the Company on 6th June 2016.

(3) According to official notification received by the Company on 9th June 2016.

ORGANIZATIONAL STRUCTURE – SUPERVISORY BODIES [G4-34] [G4-38] [G4-39] [G4-40] [G4-41] [G4-M]



CORPORATE MANAGEMENT [G4-34] [G4-M] [G4-38] [G4-39] [G4-40] [G4-41] [G4-DMA-LA] [G4-DMA-HR] [G4-LA12]

MANAGEMENT BOARD	SUPERVISORY BOARD	GENERAL MEETING OF SHAREHOLDERS
<p>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 once a week. All the decisions of the Management Board are taken collectively. However, each member of the Management Board personally manages relevant areas of the Group's operations.</p> <p>Management Board of Agora Group consists of:</p> <ul style="list-style-type: none"> ▪ Bartosz Hojka – President of Board, ▪ Tomasz Jagiełło – Member of MB, ▪ Agnieszka Sadowska – Member of MB (since 1st March 2017), ▪ Anna Kryńska-Godlewska – Member of MB (since 8th November 2017), ▪ Grzegorz Kania – Member of MB (since 8th November 2017). <p>In 2017 in Management Boards used to be:</p> <ul style="list-style-type: none"> ▪ Grzegorz Kossakowski – Member of MB (until 5th September 2017) ▪ Robert Musiał – Member of MB (until 28th February 2017) 	<p>The Supervisory Board consists of five members. The rules governing the Supervisory Board's activities are set in details in the Company's Statute. According to the provisions of the Statute at least three members of the Supervisory Board must satisfy the rules of independence set in § 20 item 4. Currently, 4 out of 6 members of the Supervisory Board are independent.</p> <p>Supervisory Board Agora Group consisted of:</p> <ul style="list-style-type: none"> ▪ Andrzej Szlęzak – Chairman of the Supervisory Board ▪ Wanda Rapaczynski – Member of SB, ▪ Dariusz Formela – Member of SB, ▪ Tomasz Sielicki – Member of SB, ▪ Andrzej Dobosz – Member of SB, ▪ Maciej Wiśniewski – Member of SB (since 9th November 2017) <p>In 2017 in Supervisory Board used to be:</p> <ul style="list-style-type: none"> ▪ Anna Kryńska-Godlewska - Member of SB (until 8th November 2017) <p>Audit Committee</p> <ul style="list-style-type: none"> ▪ Dariusz Formela – Chairman of Committee ▪ Tomasz Sielicki ▪ Maciej Wiśniewski <p>Human Resources and Remuneration Commission :</p> <ul style="list-style-type: none"> ▪ Wanda Rapaczynski – Chairman of Commission ▪ Andrzej Dobosz ▪ Andrzej Szlęzak 	<p>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 details in §§ 13 - 17 of the Company's Statute and the By-laws of the general meeting of shareholders. 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 and on the corporate website.</p>

GENDER STRUCTURE IN THE GOVERNING BODIES OF AGORA S.A.

As of end of year	MEN		WOMEN	
	2017	2016 r.	2017	2016 r.
Management Board	3	4	2	0
Supervisory Board	5	4	1	2

On 1 March 2017 Agnieszka Sadowska was appointed to the Management Board of Agora S.A. and on 8 November 2017 - Anna Kryńska – Godlewska, bringing the number of female board members to two.

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 the Agora Group in December 2015, 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 the 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. Nevertheless, the six-person Supervisory Board in office in 2017 reflected all diversity policy principles.

The procedure of appointing Members of the Management Board is also specified in the Statutes of Agora Group. Only holders of A series shares are authorized 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 Company's Management Board have complementary experience and competences – they are graduates of: Warsaw School of Economics, Warsaw University of Technology University of Silesia, University of Łódź, University of Edinburgh, Wrocław University of Technology, Institute Francais de Gestion, Harvards Business School (professional training courses), University of Economics in Wrocław, MBA at the Warsaw University of Technology Business School.

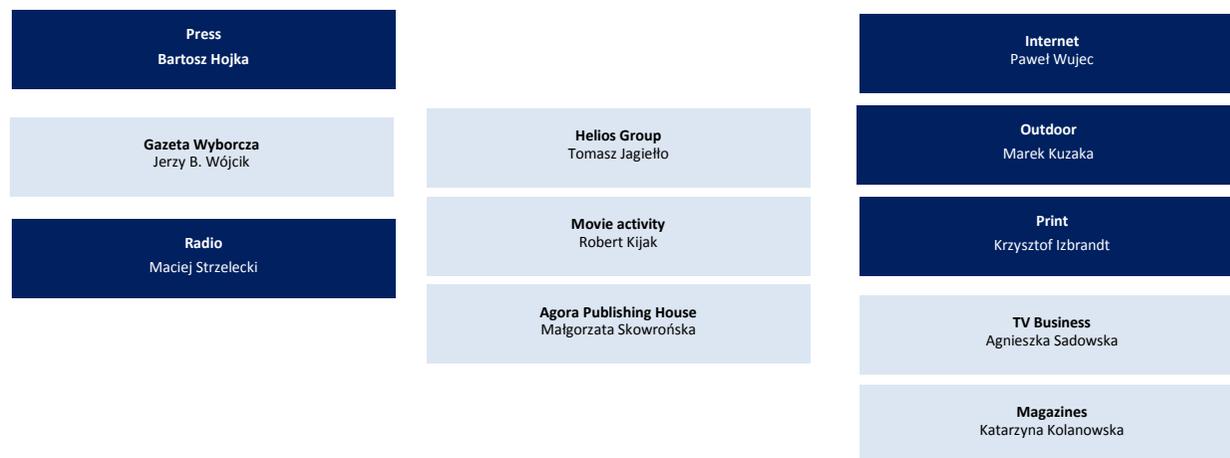
It should be noted that the key aspect in the process of selecting governing executives and key managers is to ensure wide spread and diversity of attributes, in particular in the area of professional experience, age, education and gender. The priorities are high qualifications and professional experience as well as expertise necessary to perform the function in question.

COMPANY STRUCTURE [G4-34] [G4-M] [G4-38]

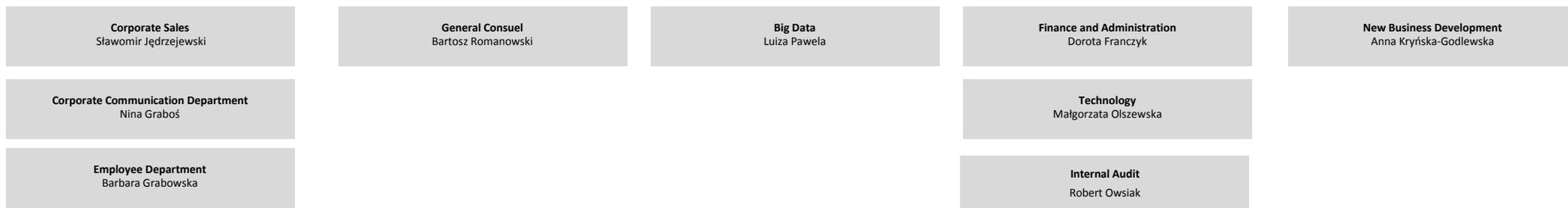
MANAGEMENT BOARD



BUSINESS SEGMENTS AND DIVISION



SUPPORT DIVISIONS AND CORPORATE DEPARTMENTS



TRANSPARENCY [G4-38] [G4-38] [G4-40] [G4-41]

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.

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.

- **CORPORATE GOVERNANCE**

Agora S.A. issues a report and announcement 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,
- about policy and communication with investors,
- about good practices of management boards of public companies and members of supervisory boards,
- about the general assembly and relations with shareholders,
- about the composition, changes and operating principles of managing and supervisory bodies and their committees:
 - management board ,
 - supervisory board,
 - committees and commissions within the supervisory boards.
- about internal controls and risk management with respect to making financial statements and consolidated statements,
- about remuneration policy,
- about diversity policy,
- about social and sponsoring policy.

Agora S.A. 2017 corporate governance announcement and report Read the report -> [link](#).

- **CODE OF BEST PRACTICE FOR WSE LISTED COMPANIES**

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 2017 Agora met all requirements of 'Code of Best Practice for WSE Listed Companies'. Read the report -> [link](#).

AGORA AMONG THE BEST

Only 10% of the companies reporting to WSE on best practices performance declares nearly full compliance with the best practices code*. In 2017 Agora S.A. was in the small group of 4% (18 out of 487) businesses that **met all the requirements of 'Code of Best Practice for WSE Listed Companies 2016'** (according to [Raport Forum Rad Nadzorczych developed by PwC](#)).

100% - Agora's compliance with Code of Best Practice

86% is the average degree of compliance with Code of Best Practice in Poland*

* *Raport Forum Rad Nadzorczych*, PwC,

<https://www.pwc.pl/pl/publikacje/2017/rady-nadzorcze-2017.html>

RESPECT INDEX

11

editions

28

companies

3

debutts

85%

Value increase since the first edition of RESPECT INDEX



Agora S.A. was listed in the eleventh RESPECT Index of socially responsible companies, presented by Warsaw Stock Exchange on 14 December 2017. Companies included in RESPECT are lauded as managed in a responsible and sustainable manner, attractive to investors and provide high quality of reporting, investor relations and corporate governance. They are distinguished by the advancement and comprehensiveness of their activities addressed to stakeholders that are a manifestation of their social responsibility at large. [More](#)

We are honoured to be recognized for our commitment to the environmental, ethical and corporate governance issues and be included in the elite portfolio of 28 Warsaw Stock Exchange responsible businesses. We hope that Agora’s place in the RESPECT Index will also be an important recommendation for investors who recognise the value of socially responsible brands.

Bartosz Hojka, President of Agora S.A.

Inclusion in RESPECT Index is proof positive of Agora’s diligent approach to ESG:

- environment
- social responsibility
- governance



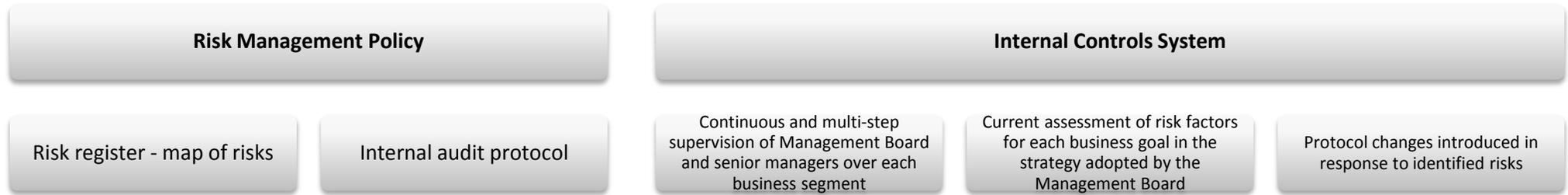
The new RESPECT Index was presented on 18 December 2017. The 11th edition of the index lists 28 companies, including three newcomers.

RESPECT Index is the first index of responsible companies created in Central and Eastern Europe. The project was initiated 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. RESPECT Index results prove that the companies included in this portfolio are characterized by a higher rate of return than the market average expressed in the WIG index. From November 2009 to December 2017, during the eight years of the index's existence, it increased its value by 85%. At that time, the WIG main market index increased by 59 %, and the WIG20 gained 3.5 %.

RESPECT Index project is targeted at companies listed at the WSE Main Market - those with highest trading liquidity, included in the following indices: WIG20, mWIG40 and sWIG80. After completion of three phase validation process carried by Warsaw Stock Exchange and The Polish Association of Listed Companies, the new composition of index is created, comprising companies conducting impeccable communication with the market through current and periodic reports and their corporate websites. The third condition is socially responsible behaviour towards the environment, community and employees, which is analysed on the basis of a questionnaire verified by the project auditor Deloitte. According to the current formula, the verification of companies and the revision of the index composition is carried out once a year, in its second half. Blocks of shares in the index are determined on the same basis as in the case of other stock market indices. More information: www.odpowiedzialni.gpw.pl.

INTERNAL CONTROLS AND RISK MANAGEMENT SYSTEMS [G4-14] [G4-45] [G4-46] [G4-47]

Agora Group and Agora S.A. have internal control and risk management systems currently in place.



▪ **RISK MANAGEMENT POLICY**

Agora Group and Agora S.A. have 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 and Agora S.A. also developed **Internal Audit Regulations** and **Risk Register – Map of Risks**.

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 the rights and decision authorization, evaluation of the business projects, 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 executives perform tasks involved in internal control system and continuous supervision over its effectiveness as part of managing the company’s businesses. Moreover, the company has Internal Audit department that formally identifies risks in the area of internal control and security and recommends to the Management Board measures to reduce the risks when applicable.

Supervisory Board holds regular meetings with the Internal Audit Department, to discuss the contents of reports on selected operations and decide on specific measures. In 2017 ten such meetings took place.

Agora Group and Agora S.A. perform regular assessment of selected areas of the company’s operations in order to eliminate potential risks and determine materiality of risks.

Rather than a Compliance Department, Agora has a dedicated corporate matters team, reporting directly to Agora Group’s General Counsel.

OTHER INFORMATION [G4-EN29] [G4-S05] [G4-S07] [G4-S08] [G4-PR7] [G4-PR9]**INFORMATION ABOUT INCURRED PENALTIES OR FINES**

In 2017, Agora S.A. was not subject to any significant fines or non-monetary sanctions for non-compliance with environmental laws and regulations.

In 2017, no justifiable claims were made against Agora concerning the infringement on customer privacy or loss of personal data.

In 2017, Agora was not subject to any penalties due non-compliance with the law and regulations relevant to the provision and usage of products and services.

In 2017, Agora was not subject to penalties for non-compliance with regulations and self-imposed codes applying to health impact of products and services on in any impact category or stage. Agora S.A. does not sell forbidden or controversial products. There were no recorded instances of non-compliance with regulations or self-imposed codes regulating marketing communication, including advertising, promotion and sponsoring.

No incidents of corruption or fraud were recorded in 2017. In 2016, internal controls revealed an incidence of fraud by an employee in one of the departments. The case was taken to criminal court under Article 286 (1) and 284 (2) of Criminal Code.

In 2017 Kujawsko-Pomorski Pharmaceutical Inspectorate in Bydgoszcz launched proceedings against Agora S.A. about advertising a general purpose pharmacy. The case referred to an article, published on 18-25 Dec. 2016 on Wyborcza.pl, reporting on the opening of a new pharmacy. In the ruling of 2 March 2017 Inspectorate dismissed the part of the accusation in which Agora S.A. would be banned from conducting general advertising and settled on a 300 PLN fine for advertising a general-purpose pharmacy.

In 2017 Agora S.A. was not subject to any legal actions for anti-competitive behaviour, anti-trust, monopoly practices or their outcomes.

In 2017 the Head of the Customs and Tax Office in Warsaw, by decision from November 10th 2017, he directed Agora S.A. a penalty in the amount of PLN 3,484.44 in connection with the organization of an audiotextual games of chance called "Jolka in the *Duży Format*" between 03/01/2013 and 01/03/2013, without the required permission. The company appealed against this decision.

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 S.A.

OUR OPERATIONS [G4-3] [G4-4] [G4-6] [G4-7] [G4-8] [G4-9]

- ▶ Agora S.A. was founded in 1989 and it has been listed on Warsaw Stock Exchange since 1999, with complementary media businesses sharing Agora brand and values. The company's main businesses are: Gazeta Wyborcza – Poland's largest opinion daily and national leader in the digital transformation of the press, Internet webservices with Gazeta.pl.
- ▶ In their press portfolio, Agora also holds a number of specialized magazines and periodicals such as *Avanti*, *Logo* and *Cztery Kąty*.
- ▶ Agora publishes books, music albums and films and sells publications online in: Kulturalnysklep.pl and Publio.pl.
- ▶ Agora is an important player on the internet market, with internet webservices, popularity leaders in their categories. Some of the dozens of Agora's internet brands are: Gazeta.pl, Sport.pl, available online or via mobile applications.
- ▶ Agora also owns two printing plants that print selected titles of Agora as well as books by other publishers.

PRESS

Gazeta Wyborcza is Poland's long-standing largest opinion leading daily

6,5 million users Wyborcza.pl services monthly*

2.6 million readers of printed *Gazeta Wyborcza***

133 thousand digital subscribers

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.

Daily regional sections of *Gazeta Wyborcza* are published in seven major regions of Poland: Mazowieckie, Śląskie, Dolnośląskie, Małopolskie, Pomorskie, Wielkopolskie and Łódzkie. In other locations *Gazeta* 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. *Gazeta Wyborcza* has local issues in: Białystok, Bydgoszcz, Częstochowa, Katowice, Kielce, Kraków, Lublin, Łódź, Olsztyn, Opole, Płock, Poznań, Radom, Rzeszów, Szczecin, Toruń, Trójmiasto, Wrocław, and Gorzów Wielkopolski-Zielona Góra. *Gazeta Stołeczna* is published in Warsaw.

Each issue of *Gazeta Wyborcza* consists of the national outer section, local pages and thematic supplements: *Duży Format*, *Ale Historia*, *Mój biznes*, *Ludzie, praca, innowacje*, *Wyborcza TV*, *Tylko Zdrowie*, *Co Jest Grane 24* and *Wysokie Obcasy*.

*data Gemius/PBI, average X-XII.2017, real users, total users: wyborcza.pl, wyborcza.biz, wysokieobcasy.pl, komunikaty.pl

** data PBC general, Kantar Millward Brown, X-XII.2017, N = 4 994.

GAZETA
wyborcza
NAM NIE JEST WSZYSTKO JEDNO

DF
duży format

MÓJ BIZNES
LUDZIE PRACA INNOWACJE

WO
WYSOKIEOBCASY.PL

MAGAZYN
święteczny

tylko**zdrowie**

wyborcza **TV**

∞
jest
grane24

ale**Historia**

The portfolio of *Gazeta Wyborcza* includes also the *Wysokie Obcasy Extra* monthly and the *Książki. Magazyn do czytania* bi-monthly. New titles launched in 2017 are *Wysokie Obcasy. Praca* and *Mój Spot* bi-weekly.

wysokie obcasy
Praca **KSIĄŻKI**



Gazeta also publishes special issues of *Wysokie Obcasy* dedicated to child and adult psychology, etc.; *Tylko Zdrowie* focusing on specific diseases, *Na Pamięć* – with puzzles and conundrums, *Ale Historia* – dedicated to important historical personalities, or selections of the best texts printed in *Duży Format*.

Gazeta Wyborcza is Poland's leader in the digital transformation of press. It was the first daily in Poland to introduce the system of limited free access to its content and offered paid digital subscriptions.

As of the end of 2017 *Gazeta Wyborcza* had **133** thousand active digital subscriptions.

WEB SERVICES:

Wyborcza.pl the main service of *Gazeta Wyborcza*, including its thematic weeklies and local sections from over 20 cities.

Wyborcza.biz service with the main economic and financial news, domestic and foreign.

Classic.wyborcza.pl archive of *Gazeta Wyborcza*

Wysokieobcasy.pl service of the *Wysokie Obcasy* weekly and the *Wysokie Obcasy Extra* monthly

Sonar.wyborcza.pl new-style service presenting the world and politics in news, numbers and diagrams

NewsMavens.com service created only by women with news from Europe delivered in English.



Portfolio of diverse magazine titles

Agora publishes magazines and manages the online services of a number of titles covering a wide range of subjects from interior decoration and house building to cooking, lifestyle and shopping. Attractive editorial content, high quality photos and multimedia materials available online gained high popularity among readers and internet users.

CZASOPISMA



Poland's first shopping magazine



the only shopping and lifestyle monthly for men on the market



one of the most popular interior decoration magazines



exclusive magazine on the art of cooking and good eating



monthly magazine for parents of small children with parenting content



magazine with expert advice in the area of house building and modernization



quarterly magazine for people who are long-term caregivers

In 2017 we discontinued *Dom&Wnętrza* and *Magnolia* and early in 2018 we sold the right to publish *Świat Motocykli*. A wide portfolio of Agora's magazines allows for building attractive advertising solutions, also including other media of Agora Group, and delivering effective promotional campaigns. Additionally, the advertising office has developed a custom publishing offer.

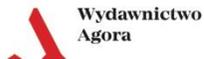
More on: agoracp.pl

WYDAWNICTWO AGORA (AGORA PUBLISHING HOUSE)

Wydawnictwo Agora

Wydawnictwo Agora in 2017:

- 1.4 million copies of printed publications sold
- 10 new film released on DVD and Blu-Ray
- 28 new music records
- 56 new titles



Agora's book stores



28 thousand e-books, nearly 3 thousand audiobooks and 350 press titles – sold by Publio.pl



over 1 thousand books, publications, records, films, press titles and posters – sold by kulturalnysklep.pl online store

INTERNET

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. Among Gazeta.pl’s services are GoldenLine.pl career platform and practical search machines for finding recruitment, real estate and automotive ads.

For advertisers Gazeta.pl has a number of comprehensive and non-standard advertising solutions that present an effective means to reach Internet users. Advertising services offered by Gazeta.pl include high quality content marketing solutions and new content-2-commerce tools.

Nearly 16 million visitors of Gazeta.pl services in December 2017 (users – RU Gemius PBI, December 2017)

News and commentary	Lifestyle	Sport	Entertainment	Hobby	Advertising	Video formats	Social media	Mobile applications
<ul style="list-style-type: none"> Gazeta.pl Wiadomosci.Gazeta.pl Next.Gazeta.pl Weekend.Gazeta.pl 	<ul style="list-style-type: none"> Kobieta.Gazeta.pl Zdrowie.Gazeta.pl Podroze.Gazeta.pl Avanti24.pl eDziecko.pl Ugotuj.to 	<ul style="list-style-type: none"> Sport.pl MyFitness.pl PolskaBiega.pl Junior.Sport.pl 	<ul style="list-style-type: none"> Quizy.gazeta.pl Plotek.pl Deser.pl 	<ul style="list-style-type: none"> Moto.pl Bryla.pl Ladnyladny.pl 	<ul style="list-style-type: none"> GoldenLine.pl GazetaPraca.pl Jobile Domiporta.pl Nowyyp.pl Autotrader.pl Salonowe.pl Komunikaty.pl KupSprzedaj.pl 	<ul style="list-style-type: none"> Gazeta.pl NOW Haps Myk! Ach! Klips Make Poland Great Again 	<ul style="list-style-type: none"> Forum.Gazeta.pl Blox.pl 	<ul style="list-style-type: none"> Gazeta.pl LIVE Sport.pl LIVE Avanti24 Plotek.pl Moja Cięża, Moje Dziecko Quiz&Go

PRINT

2 printing plants: Warsaw and Piła

Agora’s printing services are provided by two offset printing plants located in Warsaw and Piła, equipped with presses for printing newspapers, magazines and ephemera.

CULTURE, EDUCATION, ENTERTAINMENT

Agora organizes a number of inspiring music, entertainment and educational events

VISION AND MISSION [G4-56] [G4-M]

The primary objective is the growth in media sector within the frame of the defined mission: deliver to our customers credible information and quality entertainment, and to our business partners effective ways to reach their clients.

The prerequisite of the realization of our mission is the economic success, and that requires higher revenues and improvement in profitability.

In all areas of our operations we are committed to professionalism and responsible management as well as transparency and clarity. Tolerance, independence and integrity are values that we strive to uphold in our everyday work. We build strong and sustainable relationships with our stakeholders: readers, listeners, viewers, clients, suppliers, our employees and shareholders

OUR VALUES [G4-56] [G4-M]

We are committed to the values that lie at the core of our organization and that have been our guiding principles in spite of changing market conditions and the growth of our group. These are truth, tolerance, respect for fundamental human rights and help.

For our users:



- We want to preserve independence, because independent press is an indispensable element of public life and communication between the government and the governed.
- We want *Gazeta Wyborcza* to speak to its readers in a language of simple human decency.
- It is our desire for a reader who wants to escape the wave of hatred, to find a refuge in *Gazeta* and its language.
- We want *Gazeta Wyborcza* to be the newspaper of democratic and reasonable Poland, Poland curious about the world, entrepreneurial, tolerant and open.
- We want to create independent and open media addressed to a wide group of users.
- We want to be bold and reliable - in choosing our topics and actions.
- We want to be with our readers, listeners and viewers and provide them daily with: latest news articles, commentary, interesting and important content as well as high-quality entertainment.

For our clients:



- Our goal is to provide excellent quality services for our client's satisfaction.
- We are committed to building positive and lasting relations with clients.
- The overriding rule in our interactions with clients is fair conduct in accordance with the highest ethical standards.

For our employees:



- We want Agora to be a place where they can realize their professional ambitions,
- Consequently - an attractive place of employment that provides employees with opportunities for development.
- We want to offer our employees a working environment open to diversity and governed by two main principles of: equal opportunities and respect.

For our shareholders:



- We wish to build long-lasting value of the company.
- Our main principle in investor relations is transparency.
- We are committed to providing equal access to information about the company to all shareholders and investors.
- In our contacts with shareholders we observe the principal rules of international corporate governance.

STRATEGIC GOALS AND GROWTH DIRECTIONS [G4-9] [G4-DMA-EC] [G4-EC1]

The main goal of Agora Group is to continue building a strong position in the media sector. The primary objective is the growth in media sector within the frame of the defined mission: deliver to our customers credible information and quality entertainment, and to our business partners effective ways to reach their clients. The prerequisite of the realization of our mission is the economic success, and that requires higher revenues and improvement in profitability.

Agora Group’s key strategic goals are expressed through a number of indicators relevant to specific market segments and the stage of development of each business in question. With respect to the digital transformation of print media operations, the strategic goal was determined as the number of active paid subscriptions. In the television segment, the key goal was to build the position of Agora through developing a portfolio of television channels. Financial and technical reach goals were determined for Stopklatka TV, launched in 2014. In the remaining segments of the Group’s operations the objectives were expressed as EBIT or EBIT result. While most of the strategic goals of Agora Group should be achieved by the end of 2018, their progress is monitored and the effects are presented in the Management Board’s annual reports. Representatives of Agora also discuss the company’s performance in terms of strategic goals with various stakeholder groups, including employees, shareholders, investors and representatives of the media sector.

MID-TERM PRIORITIES OF THE AGORA GROUP



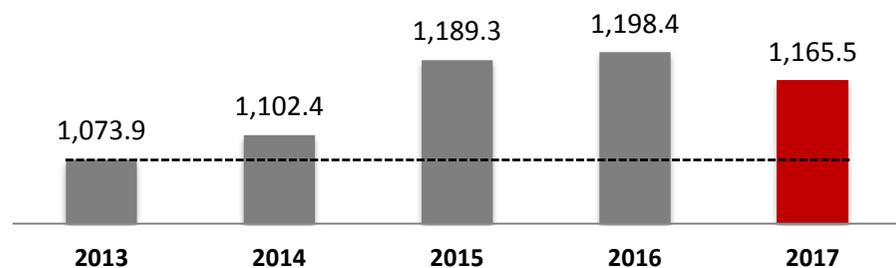
Growth of revenue



Improvement of profitability

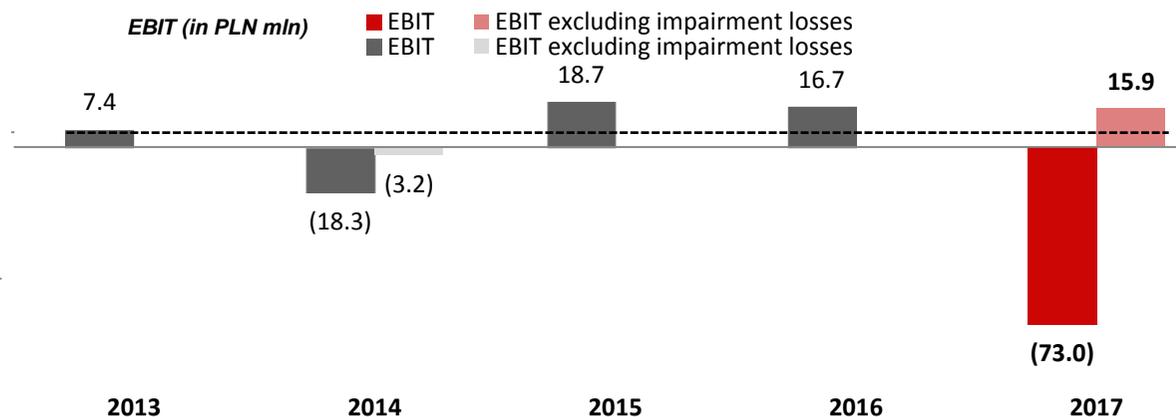
REVENUE GROWTH

Revenue (in PLN mln)



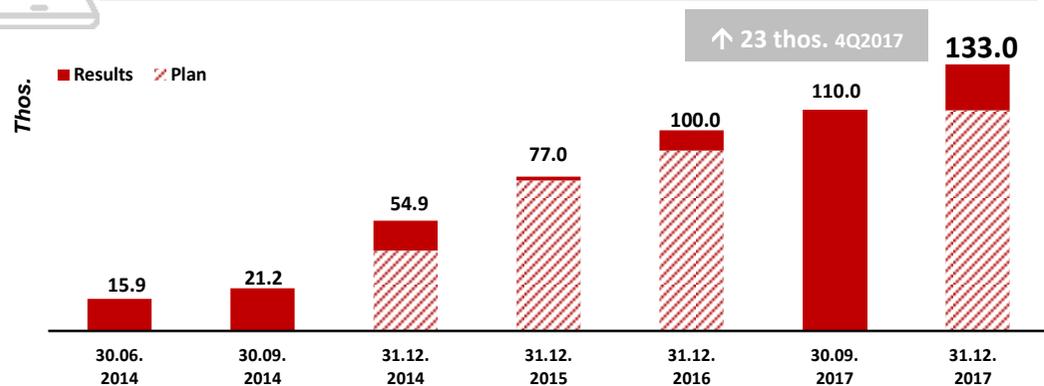
PROFITABILITY IMPROVEMENT

EBIT (in PLN mln)





Digital transformation of print media operations



Building position in the TV market

2 December 2016 launch of METRO on MUX-8

9 December 2016 within the framework of the investment agreement, the second owner of the channel has been Discovery Poland Sp. z o.o., supporting the content development of METRO

21 August 2017 Agora received the letter of intention from Discovery Poland Sp. z o.o. to purchase 51.06% of shares in Green Content Sp. z o.o.

1 September 2017 Discovery Poland bought 51.06% of shares from Agora in Green Content Sp. z o.o. becoming the sole owner of the company



Profitability improvement of the Group's key business segments

Segments	Category	2013	2014	2015	2016	2017	Goal
Cinema and Movies (1)	Margin EBIT	3.0%	5.0%	6.2%	8.5%	7.6%	2018 → 9.0%
Internet	EBIT (in PLN mln)	17.2	20.7	24.2	23.0	(2.5)/ 19.3*	2018 → 34.0
Print	EBIT (in PLN mln)	(1.3)	0.6	2.3	(7.7)	(63.4) / (11.8)*	2017 → profitability on the EBIT level
	EBITDA (in PLN mln)	15.0	16.9	18.1	15.1	8.9	
Outdoor	Margin EBIT	2.5%	4.1%	11.0%	14.8%	17.4%	2017 → 8.0-10.0%
Radio	Margin EBIT	5.8%	10.4%	12.4%	11.3%	14.6%	2017 → 12-15%

Source: consolidated financial statements according to IFRS, 4Q2013, 4Q2014, 4Q2015, 4Q2016, 1-4Q2017

(1) Cinema and Movies activities comprise results of Helios group and film activities of Agora S.A

* Excluded impairment losses in Internet and Print segments

KEY FINANCIAL RESULTS [G4-9] [G4-17] [G4-DMA-EC]

PROFIT AND LOSS ACCOUNT OF AGORA S.A.

<i>in PLN million</i>	2017	2016	<i>% change yoy</i>
Total sales (1)	492.5	576.1	(14.5%)
<i>Advertising revenue</i>	207.0	236.3	(12.4%)
<i>Copy sales</i>	138.7	141.7	(2.1%)
<i>Printing services</i>	82.1	134.2	(38.8%)
<i>Other (2)</i>	64.7	63.9	1.3%
Operating cost net. including:	(609.7)	(653.3)	(6.7%)
<i>Impairment losses (3)</i>	(50.6)	(0.1)	34 789.8%
EBIT	(117.2)	(77.2)	(51.8%)
<i>EBIT margin (EBIT/Sales)</i>	(23.8%)	(13.4%)	(10.4pkt %)
EBIT excluding imipirments*	(66.6)	(77.0)	13.6%
EBITDA (3)	(28.8)	(37.9)	23.9%
<i>EBITDA margin (EBITDA/Sales)</i>	(5.8%)	(6.6%)	0.8pkt %
NET PROFIT/(LOSS)	(68.1)	(52.8)	(29.0%)
NET PROFIT/(LOSS) excluding imipirments*	(17.5)	(52.6)	66.7%

Source: unconsolidated financial statements according to IFRS, 2017.

(1) particular sales positions, apart from printing services, include sales of Agora Publishing House (with book collections);

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

(3) the performance measure "EBITDA" is defined as EBIT increased by depreciation and amortization and impairment losses of property, plant and equipment and intangible assets. Impairment losses are included in the calculation of EBITDA since the fourth quarter of 2017, comparative amounts were adjusted accordingly.

* the amounts don't include impairment losses on property, plant and equipment and intangible assets, in 2017 the impairment losses relate mainly to the non-current assets in Print segment, the goodwill and the monthly "Cztery Kąty".

AGORA AWARDS [G4-M1]

In 2017, the employees of Agora received multiple awards and tokens of recognition, in contests and individual and team rankings, on a domestic and international market. The awards include:

Awards for journalists and photoreporters:

- ▶ Grand Press
- ▶ Bohdan Tomaszewski Award
- ▶ Economic Journalism Award Press Club Polska
- ▶ Pióro Odpowiedzialności (Responsibility Quill Award)
- ▶ BZ WBK Press Foto
- ▶ Grand Press Photo
- ▶ Solidarity Award

Awards for the teams, projects and companies of Agora Group:

- ▶ INMA Global Media Awards
- ▶ Superbrands 2018 (*Gazeta Wyborcza, Cztery Kąty*)
- ▶ St. Jacobe Statuette (Olsztyn Green Festival)
- ▶ The best website for runners according journalists (Polskabięga.pl)
- ▶ Mobile Trends Awards (Quiz & Go, Wyborcza.pl)
- ▶ GrandFront 2016 (Main Awards: *Gazeta Wyborcza, Wysokie Obcasy*, distinction: *Wysokie Obcasy Extra, Duży Format, Kuchnia*)

Advertising Offices Ranking of Media&Marketing Polska magazine:

- ▶ Advertising sales team of *Gazeta Wyborcza* – first place among advertising offices of daily newspapers.

DIGITAL NEWS INITIATIVE

Projects that received funding in previous years continued in 2017:

- ▶ Sonar.wyborcza.pl – Innovative project of *Gazeta Wyborcza* and BIQdata.pl that aims to help Poles understand how big and small policies impact their everyday lives, including their household budgets, education and healthcare.
- ▶ NewsMavens.com – news platform developed only by women, with women journalists from all EU states providing content.

COMMITMENTS TO EXTERNAL INITIATIVES [G4-15] [G4-16] [G4-24]

Agora S.A. strives to shape 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 being:

- **Domestic:**

- Konfederacja Lewiatan,
- Polish Association of Listed Companies,
- Polish Chamber of Press Publishers (IWP),
- Związek Kontroli Dystrybucji Prasy (ZKDP – ABC Poland),
- PBI – Polish Internet Research,
- IAB Polska – Internet Advertising Bureau Poland,
- ReProPol Publishers Association,

- IAA Polska - International Advertising Association Poland,
- Domestic Book Council (Krajowa Izba Książki),
- Diversity Charter (since 8 March 2017).

- **Foreign:**

- WAN - IFRA – *World Association of Newspapers and News Publishers*,
- INMA – *International Newsmedia Marketing Association*,
- EPC – *European Publishers Council*,
- EDJnet - *Europejska Sieć Dziennikarstwa Danych*.

ABOUT THE REPORT [G4-13] [G4-18] [G4-22] [G4-23] [G4-28] [G4-29] [G4-30] [G4-33] [G4-48]

The **2017 Agora S.A. Responsibility 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., unless indicated otherwise.

The report is issued in compliance with Directive 2014/95/UE* and Accounting Act of 15 Dec. 2016**. The independent certified auditor confirms that Agora S.A. has fully complied with relevant regulations.

The statement applies indicators based on the international standards in Global Reporting Initiative, (GRI G-4 and Sector Supplement – Media) for sustainability reporting and, in accounting aspects based on MSSF standard.

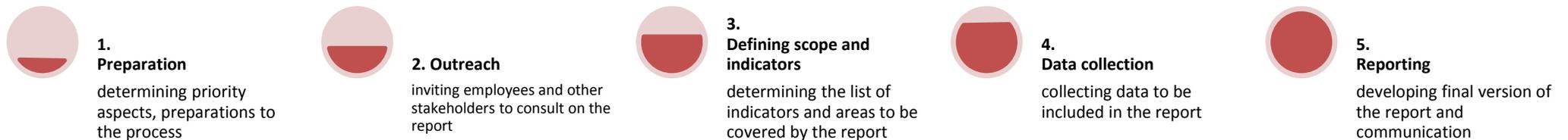
The report is based on the following documents, norms and standards:

- 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’s 2017 annual statements approved by the Management Board.

REPORTING PROCESS IN AGORA S.A.:

The purpose of the reporting process is analysing and monitoring the impact of the company in accordance with adopted rules and indicators.



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 S.A. were involved with internal verification process. Also Agora’s stakeholders were invited to participate in the process (More in section **Our responsibility**)

Employees of the Agora S.A. participated in the development of this report and the process was coordinated by Corporate Communications of Agora.

Polish and English versions of the Report are available for download in pdf format (Polish version [here](#)).

Agora Group has developed their own 2017 Responsibility Report, only covering the activities of Agora S.A. and other entities of Agora Group: Agora Poligrafia, Agora TC, AMS, Adpol, Grupa Radiowa Agory (GRA), Doradztwo Mediowe, Inforadio, Helios, NEXT FILM, Trader.com (Polska), Optimizers, Yieldbird, unless indicated otherwise.

This report does not contain other significant changes in terms of scope, range or method of measurement from the previous year. Some selected data are presented in a consolidated annual format.

*Directive 2014/95/EU Of The European Parliament And Of The Council of 22 October 2014 amending Directive 2013/34/EU as regards disclosure of non-financial and diversity information by certain large undertakings and groups.

** Accounting Act of 15 Dec. 2016, amending Accounting Act of 29 Sep. 1994, Journal of Laws of 1994 No 121, item 591.

GRI G4 INDEX [G4-32]

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-G4 go to: globalreporting.org

INDICATOR	INDICATOR DESCRIPTION	PAGES
STRATEGY AND ANALYSIS		
G4-1	Statement of President of Management Board	p. 2
G4-2 [M]	Key impacts, risks and opportunities	p. 4; 6
ORGANIZATIONAL PROFILE		
G4-3	Name of the organization	p. 62
G4-4	Primary brands, products, and services.	p. 62-65
G4-5	Location of the organization's headquarters.	p. 76
G4-6	Number of countries where the organization operates and their names	p. 62-65
G4-7 [M]	The nature of ownership and legal form	p. 62-65
G4-8	Nature of ownership and legal form of the organization	p. 62-65
G4-9	Markets served	p. 16; 53, 62-65
G4-10	Scale of the organization	p. 16-19
G4-11	Number of employees by region, age, gender and employment contract	p. 28
G4-12	Supply chain	p. 37
G4-13	Significant changes in the reporting period	p. 37, 71
COMMITMENTS TO EXTERNAL INITIATIVES		
G4-14	The precautionary approach or principle	p. 6; 60
G4-15	List of external initiatives to which organization subscribes or which it endorses	p. 31-33; 70
G4-16	Membership of associations and national or international advocacy organizations	p. 31-33; 70
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	List of entities included in the organization's consolidated financial statements	p. 69
G4-18	Process for defining the report content and the Aspect Boundaries	p. 2; 8; 71
G4-19	All the material Aspects identified in the process for defining report content	p. 3- 6; 8
G4-20	Aspect Boundary within the organisation for each material Aspect	p. 4; 8
G4-21	The Aspect Boundary outside the organization	p. 4; 8
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements.	p. 71
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	p. 71
STAKEHOLDER ENGAGEMENT		
G4-24 [M]	List of stakeholder groups engaged by the organization	p. 7; 8; 28; 34; 36-40; 41-43; 70; 77-88
G4-25	Basis for identification and selection of stakeholders with whom to engage	p. 7; 8

G4-26	The organization's approach to stakeholder engagement	p. 7; 8; 28; 34; 36-40; 41-43; 45-46
G4-27	Key topics and concerns that have been raised through stakeholder engagement	p. 7- 8; 11; 34; 36-40; 41-43; 45-46
REPORT PROFILE		
G4-28	Reporting period	p. 71
G4-29	Date of most recent previous report	p. 71
G4-30	Reporting cycle	p. 71
G4-31	Contact point	p. 76
G4-32	GRI Content Index	p. 72-75
G4-33	External assurance for the report	p. 71
GOVERNANCE		
GOVERNANCE STRUCTURE AND COMPOSITION		
G4-34	Governance structure of the organization	p. 53-57
G4-38	The composition of the highest governance body and its committees	p. 54-58
G4-39	Reporting whether the Chair of the highest governance body is also an executive officer	p. 54-57
G4-40	The nomination and selection processes for the highest governance body and its committees	p. 54-58
G4-41	Processes and activities for the highest governance to ensure conflicts of interest are avoided and managed	p. 54-58
HIGHEST GOVERNANCE BODY'S ROLE IN RISK MANAGEMENT		
G4-45	The highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities	p. 6; 60
G4-46	The highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics	p. 6; 60
HIGHEST GOVERNANCE BODY'S ROLE IN SUSTAINABILITY REPORTING		
G4-48	The highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered	p. 71
ETHICS AND INTEGRITY		
G4-56 [M]	The organization's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	p. 11; 31; 33; 66
INDICATORS – CATEGORY ECONOMIC		
G4-DMA-EC	Economic performance	p. 67-69
G4-EC1	Direct economic value generated and distributed	p. 67-69
G4-EC7 [M]	Giving free or discounted space on media platforms engaging in philanthropic or community activities	p. 41
INDICATORS – CATEGORY ENVIRONMENTAL		
G4-DMA-EN [M]	Materials Energy Water	p. 45-50

	Emissions	p. 45-50
	Products and services	
G4-EN2	Percentage of materials used that are recycled input materials	p. 47-50
G4-EN3	Energy consumption within the organization	p. 47-50
G4-EN6	Reduction of energy consumption	p. 47-50
G4-EN8	Total water withdrawal by source	p. 47-50
G4-EN10	Percentage and total volume of water recycled and reused	p. 47-50
G4-EN19	Reduction of greenhouse gas (GHG) emissions	p. 47-50
G4-EN22	Total water discharge by quality and destination	p. 47-50
G4-EN23 [M]	Total weight of waste by type and disposal method	p. 47-50
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category	p. 47-50
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	p. 61

INDICATORS – LABOR PRACTICES AND DECENT WORK

G4-DMA-LA	Employment	p. 11-30
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	p. 16-18
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	p. 20-25
G4-LA3	Return to work and retention rates after parental leave, by gender	p. 16-18
G4-DMA-LA	Labour/management relations	p. 28
G4-DMA-LA	Occupational Health and Safety	p. 19
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities	p. 19
G4-DMA-LA	Training and education	p. 11-15; 20-21
G4-LA9	Average hours of training per year per employee	p. 20-21
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	p. 20-21
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	p. 20-21
G4-DMA-LA	Diversity and equal opportunity	p. 11-30; 55-57
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	p. 11-30; 55-57
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category	p. 29-30
G4-LA16	Number of grievances about labour practices filed, addressed, and resolved through formal grievance mechanisms	p. 29-30

INDICATORS – HUMAN RIGHTS

G4-DMA-HR	Non-discrimination	p. 11-30
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G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights	p. 26-27
G4-HR3	Total number of incidents of discrimination and corrective actions taken	p. 26-27
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	p. 26-27
G4-DMA-HR	Freedom of association and collective bargaining	p. 28
INDICATORS – SOCIAL		
G4-DMA-SO	Local communities	p. 41-44; 77-80
ANTI-CORRUPTION		
G4-DMA-SO	Anti-corruption	p. 31-35
G4-SO5	Confirmed incidents of corruption and actions taken	p. 61
ANTI-COMPETITIVE BEHAVIOUR		
G4-DMA-SO	Anti-competitive behaviour	p. 36-40
G4-SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	p. 61
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	p. 61
INDICATORS – CATEGORY PRODUCT RESPONSIBILITY		
G4-DMA-PR	Product responsibility	p. 31-35; 36-40
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	p. 61
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	p. 61
G4-PR7 [M]	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	p. 61
G4-DMA-PR	Customer Privacy	p. 35; 36-40
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	p. 61
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	p. 61
SECTOR DISCLOSURES - MEDIA		
G4-M1	Significant funding and other support received from non-governmental sources	p. 70
G4-M3	Actions taken to improve adherence to content creation values (independence, quality, plurality, diversity) and results obtained	p. 9-10; 31-34
G4-M6	Methods to interact with audiences and results	p. 9-10; 40
G4-M7	Actions taken to empower audiences through media literacy skills development and results obtained	p. 9-10; 40

CONTACT [G4-5] [G4-31]

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ANNEX – AGORA'S GOOD PRACTICES

CHARITY PRACTICES

Agora Group supports Great Orchestra of Christmas Charity

For many years businesses of Agora Group have engaged in auctions, collections, communications and promotion of *Wielka Orkiestra Świątecznej Pomocy* (WOŚP – Great Orchestra of Christmas Charity).

Agora Group collected 22,327.24 zł in 2017 WOŚP campaign. The 25th finale was held on 9 January 2017 and the organization collected funds for paediatrics wards of Polish hospitals and for providing high quality medical care to seniors.

Gazeta Wyborcza was one of the media patrons of the 25th finale and conducted the campaign's advertising. In some local sections of *Gazeta Wyborcza* and in two Rzeszów Helios cinemas employees and visitors were encouraged to put donations in WOŚP collection boxes from December until the finale day. Such collections took place in Łódź, Olsztyn, Płock, Rzeszów, Toruń, Gdańsk, Warsaw and Wrocław. On 15 January 2017, at 20:00, local commissions counted the donations that added up to 3991.24 zł.

Gazeta.pl conducted six auctions, collecting 4692 zł in total. Among the auctioned items were a football and poster signed by footballer Grzegorz Krychowiak (1570 zł), a place in the workshop of Haps programme (202.50 zł), a tour of Warsaw headquarters of Agora (1114.50 zł), a personal training session with MyFitness.pl (270 zł), advertising on Gazeta.pl (1025 zł) and a fieldwork ridealong with Tomasz Golonko, a reporter of Gazeta.pl (510 zł).

Gazeta Wyborcza on Children's Day – charity actions

On 1 June 2017, Katowice and Bielsko Biała issue of *Gazeta Wyborcza* was sold with special linen colouring bags *Niosę Dobro* (Carrying Good). The linen bags (called *tasza* in Silesian dialect) could also be used to entertain children who can colour them. Money from the sale of *Niosę Dobro* bags was passed to *Dom Aniołów Stróżów* (Guardian Angels Shelter) – an organization that manages centres for disenfranchised children and youth in Katowice and Chorzów, more specifically for the help, education and care for the children and for the programme *Akademia Rozwoju Talentów* (Talents Academy). The cost of

production of three thousand bags was covered by Chorzów City Office. *Gazeta Wyborcza*, Chorzów City Office and *Dom Aniołów Stróżów* Association were joint organizers of the project.

On 3 June 2017 the main section of *Gazeta Wyborcza* celebrated International Children's Day for the 12th time by issuing a Toyota advertising insert to finance a donation for Fundacja z Pompą that supports the Child Haematology Ward of University Clinical Centre in Gdańsk, the patients and their families.

The Child Haematology Ward of University Clinical Centre in Gdańsk provides care to little patients from the entire Pomerania region. Besides helping the patients in their struggle against the illness, Fundacja z Pompą also offers psychological assistance for children with cancer and their families, co-finances physical therapy for the children and provides financial aid to families in difficult material circumstances.

Gazeta Wyborcza's partner in the campaign was Toyota.

More on: Katowice.Wyborcza.pl

Chairs for ISKIERKA – campaign of Gazeta Wyborcza in Katowice

Katowice section of *Gazeta Wyborcza* conducts Chairs for ISKIERKA campaign convincing famous people from the world of culture, sports and politics to donate their used chairs that are then transferred to artists who transform them into artefacts to be auctioned for a worthy cause.

In 2017 artists transformed the chairs donated by the actress Krystyna Janda, jazz musician Tomasz Stańko, racing driver and entrepreneur Rafał Sonik and singers Natalia Przybysz and Natalia Grosiak. Among the artists who worked on the chairs were Marcel Sławiński, set designer of the Oscar-winning *Ida*, costume designer Barbara Ptak and architect Tomasz Konior. Thirteen artistically restored chairs were auctioned at the celebration of the 45th anniversary of Katowice *Spodek* hall for the total amount of 106 thousand zł.

Funds were collected for ISKIERKA Foundation who works for the patients of paediatrics oncological wards. The donations covered the cost of: a laboratory centrifuge, baby cribs with scales, scales for patients and plasma air fresheners for isolation rooms, as well as beds with cardiac monitors and infusion pumps. Additionally, the foundation financed the purchase of medications for children,

some life-saving. The remaining funds were spent on a summer camp in Rewal, where 40 little patients spent a week of vacation with their families.

More on: Katowice.Wyborcza.pl

Santa Claus Factory

Each year before Christmas the team of *Wrocław Gazeta Wyborcza*, Agora Foundation and *Nowe Horyzonty* Cinema collect funds from sponsors to make presents for a thousand poorest children in Wrocław and Wrocław region and to help Wrocław institutions and non-profits.

The main goal of the 14th Santa Claus Factory was to collect funds to purchase equipment for the care centre for adult patients with intellectual disabilities, managed by Bonitum Association. Nearly 200 thousand zł was collected and financed the purchase of gifts for a thousand children in Wrocław primary schools and donated to the patients in the care of Bonitum Association that opened a Community Support Centre in January 2018.

Nearly two million zł has been collected over 14 years of Santa Factory, thanks to the commitment of employees, sponsors and readers of *Gazeta Wyborcza Wrocław*. The money was used to buy 14 thousand gifts for the youngest children, pupils of Wrocław schools, patients of hospitals, recipients of aid from local foundations and associations.

More on: Wroclaw.Wyborcza.pl

Agora's Safety-Pin

Agrafka Agory is a program delivered in partnership with the Academy for the Development of Philanthropy in since 2006 (formerly as *Moje stypendium* - My Scholarship). It was designed to support non-profit organizations that run scholarship programs and to promote scholarships for inhabitants of villages and small towns (under 100 thousand inhabitants).

The aim of *Agrafka Agory* is to help non-governmental organizations that deliver scholarship programs and to promote such programmes. The grants finance scholarship competitions for students from small towns and villages. Over the eleven-year run, *Agrafka Agory* has distributed 147 grants for local scholarship programmes, totalling 1,238,800 zł.

In its eleventh year (2016/2017 academic year) 10 organizations received Agora Foundation grants totalling 68,400 zł. As a result of the project, 45 best students were paid scholarships totalling 153,780 zł.

Recipients of the scholarships are young people who study at 27 faculties, 24 universities countrywide. Their achievements are impressive: from winning national competitions, through authoring scientific articles and monographs, to social projects and engineering innovation such as building a robotic arm or a 3D printer.

EDUCATION PRACTICES

Mathematics Counts

We need mathematics in every walk of life: when doing daily shopping, paying bills, opening a bank account, in sports activities, for dieting and healthy lifestyle. Nevertheless, when learning mathematics very few of us realize how important it is going to be later in life. The idea behind Mathematics Counts, a campaign delivered jointly by *Gazeta Wyborcza* and mBank Foundation, was to show how important and interesting mathematics is.

Mathematics Counts campaign was rolled out with the start of 2017/2018 school year. The organizers' intention was to show the importance mathematics is in everyday life and prove how absolutely crucial it is for the mother of all sciences to be presented and taught well. Attractive and modern forms of knowledge transfer, that stimulate and keep up a kid's natural curiosity often translate into later choices made by the young people.

The project included a competition *Matematyka w twoim życiu* (Mathematics in Your Life) in which primary school children presented how mathematics is present in their daily life or in the life of their school. The presentation could take the form of videos, photos, games, charades, etc. Winners received financial grants for their school. A record-breaking number of competitors entered the game, children from over 120 schools. The winner was Ignacy Łukasiewicz Primary School No 3 in Trzebinia.

The project's culminating event was the Fourth Mathematics Festival, held on 18 November 2017 in the headquarters of Agora. Visitors could attend one of ten workshops for children, parents and teachers as well as visit stands with robots, logical games and puzzles. The motto was, "Mathematics is everywhere, it is a fun adventure!"

More on: Wyborcza.pl/matematyka

School with Class 2.0

Education is one of key drivers of social development and sustainable growth. Schools of today face numerous challenges and responsibilities in preparing children and youth to continue their education, enter the job market and become active citizens.

Szkoła z klasą was launched in 2002 by *Gazeta Wyborcza* and Centre for Citizenship Education. The campaign was addressed to primary and secondary schools and was designed with the following goals in mind: to introduce a new style of thinking about education, promote the principles of new, effective education, raise the quality of education, stimulate improvement in the educational culture and give new impetus to cooperation between schools and their local environment.

The specific aim of the 16th *Szkoła z klasą 2.0* was to assist schools in the difficult process of changes, also those resulting from the recent educational reform. All schools participating in the project apply innovative design thinking method, diagnose the needs of the entire school community and develop tailor-made solutions. Projects developed by the schools focus on building relations, independence, responsibility, learning skills and drive for learning.

2016/2017 *Szkoła z klasą* was joined by 203 schools, 194 headpersons, 199 coordinators, 971 participants (teachers and other school staff). Applications to enter the project in 2017/2018 were submitted by 95 schools, 95 headpersons, 95 coordinators, 642 participants. Over 300 participants attended conferences and other events under the programme.

School with Class 2.0 is managed by *Szkoła z Klasą* Foundation, Centre for Citizenship Education and *Gazeta Wyborcza*, and has the support of Polish-American Freedom Foundation and Agora Foundation.

More on: Szkolazklasa20.pl

CULTURE PRACTICES

Nike Literary Award

Founded in 1997, 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, in particular novels (including autobiography, essays, memoirs, etc.) humanist writing of great literary value.

Winners receive a prize of 100 thousand zł and the NIKE statuette, funded by *Gazeta Wyborcza* and Agora Foundation.

Winners are selected in a three-step procedure: 20 nominations are announced in May, seven finalists are revealed in September and the final decision does not take place until the day of the award ceremony. Neither the winner nor the remaining finalists present in the auditorium are informed about the result until the official announcement. The readers of *Gazeta Wyborcza* select their own winner.

Winners of Nike Literary Award:

- 2017 – Cezary Łazarewicz for the historical reportage *Żeby nie było śladów*
- 2016 – Bronka Nowicka for the novel *Nakarmić kamień*
- 2015 – Olga Tokarczuk for the novel *Księgi Jakubowe*
- 2014 – Karol Modzelewski for the autobiography *Zajeżdżimy kobyłę historii*
- 2013 – Joanna Bator for the novel *Ciemno, prawie noc*
- 2012 – Marek Bieńczyk for the selection of essays *Książka twarzy*
- 2011 – Marian Pilot for the novel *Pióropusz*
- 2010 – Tadeusz Słobodzianek for the play *Nasza klasa*
- 2009 – Eugeniusz Tkacyszyn-Dycki for the volume of poetry *Piosenka o zależnościach i uzależnieniach*
- 2008 – Olga Tokarczuk for the novel *Bieguni*
- 2007 – Wiesław Myśliwski for the novel *Traktat o łuskaniu fasoli*
- 2006 – Dorota Masłowska for the novel *Paw królowej*
- 2005 – Andrzej Stasiuk for the novel *Jadąc do Babadag*
- 2004 – Wojciech Kuczok for the novel *Gnój*
- 2003 – Jarosław Marek Rymkiewicz for the volume of poetry *Zachód słońca w Milanówku*
- 2002 – Joanna Olczak-Ronikier for the novel *W ogrodzie pamięci*

2001 – Jerzy Pilch for the novel *Pod Mocnym Aniołem*

2000 – Tadeusz Różewicz for the volume of poetry *Matka odchodzi*

1999 – Stanisław Barańczak for the volume of poetry *Chirurgiczna precyzja*

1998 – Czesław Miłosz for the selection of writings *Piesek przydrożny*

1997 – Wiesław Myśliwski for the novel *Widnokrąg*

More on: Nike.org.pl

Ryszard Kapuściński Award for Literary Reportage

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.

The idea behind Ryszard Kapuściński Award is to distinguish and promote worthwhile works of non-fiction 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, commentator and poet, apart from Stanisław Lem, the most translated Polish author, who spent over 60 years of his life in Warsaw.

The winners receive: author of the best reportage book - 50 thousand zł, and author of the best translation of a literary work of reportage – 15 thousand zł. The finalists are handed a commemorative diploma and an original photograph made by Ryszard Kapuściński. Alicja Kapuścińska is an honorary patron of the award.

Ryszard Kapuściński Award is an international prize. Most of the winners have been foreign authors (including twice, before she received the Nobel Prize - Svetlana Alexievich). Also foreign translators are awarded.

Since the first edition the work of the jury is coordinated by Secretary Bożena Dudko.

The project includes an educational campaign promoting the work of Ryszard Kapuściński among Warsaw school children and youth. Each year young people are invited to read a different book by Kapuściński and use it as an inspiration to write original works.

Winners of Kapuściński Award for the best original work:

2017 - Rana Dasgupta for *Capital: The Eruption of Delhi*

2016 - Paweł Piotr Reszka, *The Devil and the Bar of Chocolate*

2015 – Svetlana Alexievich, *Second-Hand Time*; Michał Olszewski, *Najlepsze buty na świecie (World's Best Shoes)*

2014 - Elisabeth Åsbrink, *Och i Wienerwald står träden kvar*

2013 - Ed Vulliamy, *Amexica: War Along the Borderline*

2012 - Liao Yiwu, *The Corpse Walker: Real Life Stories, China from the Bottom Up*

2011 - Svetlana Alexievich, *War's Unwomanly Face*

2010 - Jean Hatzfeld, *The Antelope's Strategy: Living in Rwanda After the Genocide*

Winners of the award for the best translation:

2017 - Barbara Kopeć-Umiastowska for the translation of *Capital: The Eruption of Delhi* by Rana Dasgupta; Janusz Ochab for the translation of Ed Vulliamy's *Seasons in Hell: Understanding Bosnia's War*, Marta Szafrńska-Brandt for the translation of *El Hambre* by Martin Caparrós

2016 – no winner selected

2015 - Mariusz Kalinowski for the translation of Göran Rosenberg's *A Brief Stop on the Road from Auschwitz*

2014 - Irena Kowadło-Przedmojska for the translation of Elisabeth Åsbrink's *Och i Wienerwald står träden kvar*

2013 - Janusz Ochab for the translation of Ed Vulliamy's *Amexica: War Along the Borderline*

2012 - Wen Huang and Agnieszka Pokojaska for the translation of Liao Yiwu's, *The Corpse Walker: Real Life Stories, China from the Bottom Up*

2011 - Jerzy Czech for the translation of Svetlana Alexievich's *War's Unwomanly Face*

2010 - Jacek Giszczak for the translation of Jean Hatzfeld's *The Antelope's Strategy: Living in Rwanda After the Genocide*

8/10 Czerska Street Premiere Centre

In 2017, Warsaw headquarters of Agora hosted several events at 8/10 Czerska Street Premiere Centre, a place that brings together people of literature, film, theatre, music, computer gaming and fashion with the public. *Centrum Premier Czerska 8/10* is a series of popular events - meetings with creators that generate buzz and works that evoke emotion. The events take place in Agora's Warsaw office and can be watched online on Wyborcza.pl and in the social media.

The events held so far *Gazeta Wyborcza* introduced the public to inspiring films and books that served as a starting point to discussions with interesting people of culture and arts, and globetrotters. In 2017, six events at 8/10 Czerska Street Premiere Centre attracted ca. three thousand attendees.

The first meeting featured Agnieszka Holland and Olga Tokarczuk with a discussion of *Pokot* (Spoor). At the second event Elżbieta Dzikowska, Martyna Wojciechowska, Marek Kamiński and Aleksander Doba talked about the concept of a globetrotter with Mirosław Wlekły, the author of *Tu byłem. Tony Halik*. Also the actress Krystyna Janda attracted a sizeable crowd interested in her memoirs. In September 2017 *Ania* - the first biography of Anna Przybylska fully approved by the family was published by Agora Publishing House. The actress was paid tribute to by her family and authors of the book Grzegorz Kubicki and Maciej Drzewicki at an event dedicated to *Ania*. In October 2017 the public was introduced to *Loving Vincent*, a film distributed by Agora's NEXT FILM. The directors Dorota Kobiela and Hugh Welchman talked about the making of the movie and were joined by Jerzy Stuhr who voiced one of the parts and Robert Gulaczyk, the actor who played the main role.

Admission is free upon reservation. Each event was also watched by thousands of people online on Wyborcza.pl and in the social media.

Centrum Premier also hosted a meeting with the author Dan Brown. While the admission was paid this time, *Gazeta Wyborcza* streamed the footage of the event on Wyborcza.pl and Facebook.

Premiere Centre events offer the readers of *Gazeta Wyborcza* and general public at large an opportunity to interact with inspiring creators, passionate individuals, important figures of the social, political and cultural life, as well as the editors and journalists of GW. Attendees can ask questions and take part in interesting discussions, buy books at special prices, get an autograph of their favourite author.

The event formula continues to be developed, also through the online channel. In January 2018 *Centrum Premier* hosted a meeting with Himalayan climber Wojciech Kurtyka and the author of his first biography, Bernadette McDonald. In February, audiences could meet historian and journalist Anne Applebaum. Plans for later months include a premiere of a play *Czekam na telefon* (Waiting for a Phone call).

More on: Wyborcza.pl/centrumpremier

Academy of Stories

„Akademia Opowieści” jest inicjatywą reporterów związanych z tygodnikiem Academy of Stories is an initiative of the reporters associated with *Duży Format* weekly supplement of *Gazeta Wyborcza* and of *Ośrodek Brama Grodzka – Teatr NN*. The organizers invited the readers of *Gazeta Wyborcza* to describe the most important person in their life and create portraits of people who are important while not widely known. The writers of *Duży Format* presented their choices on the pages of the supplement and in the special web service Wyborcza.pl/akademiaopowiesci, wrote about the individuals who left a mark on their lives – presented their heroes and instructed readers how to write about them.

Under the project, 12 workshops were held in Polish cities, articles were published in *Duży Format*, and Wyborcza.pl/akademiaopowiesci web service posted texts and videos of the stories.

Journalists Mariusz Szczygieł, Michał Nogaś and Włodzimierz Nowak visited 12 Polish cities. To inspire readers to start writing, they hosted interviews with popular writers, musicians, artists as well as doctors or members of local self-governments.

The project culminated in a competition *The Most Important Person in My Life*. Between January and March 2017 readers sent in the portraits of people important to them but not known to the general public. The jury, chaired by Włodzimierz Nowak, and including musician and director Maria Sadowska, writer Jacek Dehnel, journalist and reporter Lidia Ostałowska and director of Ośrodek Brama Grodzka – Teatr NN in Lublin Tomasz Pietrasiewicz, selected 12 best and most interesting histories out of 1655 submitted for the competition. Winners' texts were published in *Duży Format*, and the authors of three best stories received money prizes.

The project's finale took place at the gala of Festiwal Małych Opowieści organized by Ośrodek Brama Grodzka – Teatr NN as a part of the 700th anniversary of Lublin on 24 June 2017

More on: Wyborcza.pl/akademiaopowiesci

SOCIAL PRACTICES

Adopt a Bee - Gazeta.pl's campaign addressed to Internet users and Agora's team

Gazeta.pl joined the Greenpeace *Adopt a Bee* campaign for the third time in 2017. The campaign encouraged thousands of people around Poland to help domestic and wild bees, making Poland a more bee-friendly environment. By signing up for virtual adoption, anybody could join the effort to help bees. Adopt a Bee is Poland's largest crowd funding project. In 2017 Gazeta.pl promoted the cause among internet users and the employees of Agora.

From 4 October 2017, Gazeta.pl encouraged users to help bees through virtual adoption and provided real-time reports on the funds collection progress. On the day the portal logo was altered to incorporate an image of a bee.

Home site of Gazeta.pl published articles about the life of bees and a special Gazeta.pl NOW video material, as well as a bee-themed quiz. Additionally, a bee feature was added to Quiz & Go mobile app for quiz-lovers, for the entire duration of the campaign. A special promotional video *Help Bees – Sing 'Maya the Bee' Theme* was published on YouTube.

The fifth Adopt a Bee campaign was a natural continuation of the activities initiated in previous years. Raised funds shall finance the creation of National Strategy for the Protection of Pollinators and continuation of *Wielki Spis Zapyłaczy* (Great Pollinators Census) an innovative study of domestic and wild bees.

Additionally, Agora conducted a campaign among the employees, with bee adoption promoted through: special discount in GazetaCafe on a tea with orange, cloves and honey, and a special contest with the employees sending in bee-themed photos. The prizes were books published by Agora, and the photos made up a gallery in the company's intranet.

The activities of Gazeta.pl led to the adoption of ca. 25 thousand bees (142 thousand in total), adding up to ca. 50 thousand zł. 67 per cent of Gazeta.pl users encountered information about the campaign in the portal. Most responded positively. When asked, 'How does Adopt a Bee campaign make you feel?', they usually answered: 'I'm sad because bees are dying', 'It's important', 'You need to

write about it', 'Respect'. 39 per cent of the respondents believed supporting the campaign was definitely a good fit for Gazeta.pl (5.52 average on a seven-point scale). A large number of the respondents (62.39 per cent) were of the opinion that Gazeta.pl should engage in activities for the protection of natural environment (survey among the users of Gazeta.pl on 6-9 Oct. 2017)

More on: Gazeta.pl

Long-lived (pol. DługoWIECZNI)

Polish economy, society and families are facing a variety of challenges, among the most urgent is addressed by *DługoWIECZNI* campaign. In the programme *Gazeta Wyborcza* touches on the key issues related to seniors and their families: health, society, physical activity, senior policies, technology, silver economy, lifestyle. The campaign is designed to help seniors, suffering from illnesses and lonely, who often feel not needed or left out.

The creators of *DługoWIECZNI* wish to make old age an important and permanent topic of public debate and ensure that seniors receive proper care and have the sense of security, equal opportunities to pursue their passions, be active and fully benefit from culture, such as cinema and theatre.

In 2017 the campaign was conducted through: a series of articles in the national and local sections of *Gazeta Wyborcza* and its magazines, a local supplement entirely dedicated to senior themes, and a special internet website Wyborcza.pl/Dlugowieczni. Nationwide outreach through *Gazeta Wyborcza* and its supplements ensured the campaign would be visible to the public across the entire country.

Published materials covered the themes of: situation of seniors in Poland against other countries, seniors activity and volunteering, Emergency Health Information Card, integration between generations, Pharmacy for Seniors campaign (including advice on optimizing medication and minimal supplementation), A senior care services guidebook was also developed. In 2017 partners of the campaign included Marshal Office of Silesian Voivodeship.

More on: Wyborcza.pl/dlugowieczni

'Emergency Health Information Card' with *Gazeta Wyborcza*

Koperta życia is a card with the most important personal and medical information. Holders write in personal data, phone number of the next of kin, medical history, medications taken and allergies. It should be kept in a plastic envelope and a place where it is held (usually a fridge) should be labelled *EMERGENCY INFORMATION CARD IS KEPT HERE*.

Koperta życia was designed to help the first responders, medical services, police or fire-fighters to have instant access to all necessary information about the person they are helping, especially an elderly person living alone. This simple solution was first introduced and made popular in 1981 by Red Cross in Sacramento.

In 2017 *Gazeta Wyborcza* was involved again in helping seniors by attaching *Koperta życia* to the 10 March *Gazeta Wyborcza*, under *DługoWIECZNI* campaign. Basic information about the card, including its purpose and instructions for filling necessary data, was published in *Tylko Zdrowie* one of Agora's magazines. On the same day, *Gazeta Wyborcza* was sold with a memostic on the front page and the blank info card in a plastic bag.

292 thousand copies of *Gazeta Wyborcza* with *Koperta życia* were sold. The issue was promoted in the media.

The partners of the project were City of Kraków and Silesian Voivodeship.

More on: Wyborcza.pl

City Lab

With local sections in 20 cities, *Gazeta Wyborcza* considers local topics very important.

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.

More than 30 City Lab conferences have been held in 18 cities across Poland over four years, with ca. 5000 attendants in total. The project has also delivered over 50 workshops for local governments and experts, that resulted in practical solutions to the challenges faced by the cities.

A conference in Rzeszów, held on 29 March 2017, summed up the third City Lab campaign – primarily the series of meetings organized in 2016 in nine cities. The themes of the third City Lab campaign were innovation and ecology. The participants included a number of experts. City planner Paul Goedknecht Nijmegen (Holland) winner of Green Capital of Europe 2018, presented pro-eco measures applied in Nijmegen. Gilad Uziely representing City Office of Tel Aviv (Israel) a city associated with innovation and entrepreneurship, spoke of solutions for city global brand positioning. Marc de Wit from Circle Economy, Amsterdam (Holland) presented good practices of circular economy in Dutch towns. Representative of Vienna (Austria) showed video materials about smart city solutions. Invitees also included representatives of other such as Brussels (Belgium) and Glasgow (UK).

The event's formula was designed to encourage discussion and networking between Polish and foreign attendees.

Fourth City Lab campaign was launched in April 2017 at a conference in Sandomierz. The theme was *Miasto w roli głównej* (Spotlight on City). The main topics were: city brand promotion through film and the social media as well as application of current technologies in city promotion. The project included workshops for city officers, who worked in small groups studying promotion methods and promoting cities through film production.

More on: Wyborcza.pl/pracowniamiast

Wyborcza Live

Wyborcza Live events have been organized since 2016 in Warsaw, 19 local editorial offices of *Gazeta Wyborcza*, cafes and theatres in other cities around Poland. Each event is dedicated to important events, social phenomena as well as local matters important to the communities and culture.

Wyborcza Live events in local offices of *Gazeta Wyborcza* hosted interviews with Barbara Nowacka, Adam Bodnar, Jerzy Bralczyk, Robert Biedroń, Janusz Głowacki, Jan Klata, Jan Miodek, Andrzej Rzepliński, Filip Springer, Ziemowit Szczerek, Lech Wałęsa, Ludwik and Henryk Wujec, Adam Wajrak and a host of other commentators, local activists, politicians and artists.

Nearly seven thousand viewers attended almost 80 *Wyborcza Live* events in 2017.

More on: Wyborcza.pl/nazywo

Tomorrownauci (pol. Jutronauci)

Gazeta Wyborcza launched an innovative project presenting outstanding individuals with open, modern and intelligent views (through articles, multimedia and special events). Tomorrownauci are people who want to make a difference, with recognized achievements and potential to continue developing in various fields – designing, science, business, philanthropy, etc.

One of the elements of the project is a scholarship *Bilet za horyzont* (Ticket Beyond Horizon) granted to individuals and projects selected by seven mentors (seven categories) and a special jury. Each grant involves the use of the knowledge, experience, time and involvement of mentors.

Jutronauci delivered by *Gazeta Wyborcza* in cooperation with Kulczyk Investments includes the following activities:

- Profiles of selected tomorrownauci (26 individuals) were presented weekly in *Gazeta Wyborcza* and in a special section dedicated to the project: Wyborcza.pl/jutronauci. Additionally, materials included multimedia feature stories and video interviews.
- Opening event was held on 21 September 2017 in the office of Agora. Five tomorrownauci presented the *what* and *why* of their projects as well as the people who helped them to achieve success and what gives them energy to keep going.
- Three q&a sessions with selected tomorrownauci were held: on 6 October in Katowice, 19 October in Warsaw and 6 November in Wrocław
- *Bilet za horyzont* scholarship programme

The finale of *Jutronauci 2017* was an event with panel discussions with tomorrownauci and special guests (Anja Rubik, Tomasz Bagiński, Ela Madej, Kamil Kulesza, etc.). Winners of *Bilet za horyzont* were announced and participants could also experience the future first-hand in the Expo zone: testing robots, intelligent devices and other technologies. During workshops for children and adults participants could prototype solutions for the future.

Over the four years of the project's duration *Gazeta Wyborcza* has introduced the public to 26 tomorrownauci, organized five live events, with one thousand attendees live and 468 thousand online viewers. 207 projects competed for *Bilet za horyzont* grants.

More on: Wyborcza.pl/Jutronauci

Silesian Cities of Ideas

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.

Miasta Idei consisted of two parts: workshops with participants (inhabitants, city activists and local representatives) analysing the situation and developing solutions, assisted by trainers; and open discussion panels with experts deliberating on the best directions for the city on the basis of the conclusions developed earlier in the workshops.

In 2017 *Miasta Idei* events were organized in Silesian Voivodeship: Gliwice, Jaworzno, Mikołów, Zabrze, Sosnowiec, Park Rozrywki Legendia (Chorzów), Raciborz, Świętochłowice, Kłobuck and Park Śląski.

To effectively monitor the processes brewing in Silesian cities, present them in an interesting manner and inspire by their example, a quarterly *Miasta Idei* was launched in 2017. The first issue published on 31 March 2017 was dedicated to the topic of metropolis building. This is a major challenge faced by the Katowice metropolitan area. The second issue offered advice on free time options offered by Silesian cities. September issue focussed on communication and transport, and increasing e-mobility and what changes in public and individual transport are in store for the Silesian Metropolis. December issue was dedicated to urban management and revitalisation.

25 events have been organized in Silesia over two years of the project, with nearly 580 community and urban activists participating in workshops, 150 experts in the debates and nearly four thousand attendees of discussion panels.

More on: Wyborcza.pl

Silesia without Smog

Gazeta Wyborcza Katowice joined forces with the Marshal Office of Silesian Voivodeship to organize *Śląskie bez smogu!* (Silesia Without Smog) project. The campaign informed inhabitants of the region about the new anti-smog regulation. Maximum outreach was the priority, reaching the greatest number of the public, inviting all inhabitants who care about the quality of air to join the discussion and activities. Local authorities wanted to know the public's ideas for education and raising awareness of the issue.

Śląskie bez smogu! is part of a larger campaign *Oddychać po ludzku*, developed to raise Poles' awareness of the air purity problem and identify the best ways of battling smog. The campaign was initiated by *Gazeta Wyborcza*.

More on: Wyborcza.pl/oddychacpoludzku.

Workshops for inhabitants of four sub-regions of Silesian Voivodeship were organized, as well as an open conference and closed workshops for group leaders who had participated in the sub-regional sessions and the employees of the Marshal Office of Silesian Voivodeship.

The purpose of the workshops and conferences was to generate ideas for educational, information and promotion projects to help the inhabitants of Silesia to grapple with the issue of smog.

Workshop participants were recruited among individuals engaged in environmental issues. Of that number sub-regional leaders were selected to present to local governments with eight best and most viable projects developed during the workshops.

Śląskie bez smogu! workshops were organized in: Katowice, the theme was preventing and protection against the results of smog, Rybnik – focus on climate education, why we should learn how to protect air quality, Częstochowa, on the theme of green transport, and in Żywiec – focusing 'dirty' and 'clean' house heating fuel. The total number of workshop participants reached almost 200.

The project ended in a conference held on 15 November 2017, with local authorities, scientists and experts among the attendees.

More on: Katowice.Wyborcza.pl

The First Time I Saw You

Father's Day presents an excellent opportunity to discuss issues related to fatherhood. How does a man feel when he sees his newborn baby for the first time? Is it an endorphin boost, a bolt of joy, or fear? On Father's Day Gazeta.pl asked famous fathers to share their memories of the birth of their children. The outcome was a unique video montage.

Lifestyle and Video departments of Gazeta.pl developed a special video to celebrate Father's Day, with famous fathers talking about their first moments with their newly born children and saying what it means to them to be a father.

An actor, a rapper, designer, heavyweight boxer – what do they have in common? Seemingly not much, in fact, quite a lot, all are fathers and all say that the birth of his child is one of the most beautiful moments in a man's life. Actor Marcin Perchuć (father to Zosia and Staś), designer Tomasz Pągowski (dad of Oskar, Nataniel and Vincent), heavyweight boxer Przemysław Saleta (daughters Nicole and Nadia) and rapper Tomasz Kleyff - CNE (father of Hania) told Gazeta.pl what they felt when their children were born.

The video *The First Time I Saw You ...* was published on the home page of Gazeta.pl, in eDziecko.pl service and on the portal's Facebook fanpage where it had over 23 thousand views only in the first hour. Throughout the day the special material remained available on the portal and collected 80 thousand views.

More on: eDziecko.pl

NewsMavens.com – first European news created exclusively by women

Women constitute only ca. 27% of senior managers in European newsrooms, which affects how the history of contemporary Europe is told. Moreover, the dominant European narrative is that of Western Europe (UK, France, Germany). Europeans have hardly any access to information from other countries. NewsMavens.com is service designed to present current events from each European country from the underrepresented, woman perspective.

The project was initiated by *Wysokie Obcasy* and *Gazeta Wyborcza* and qualified for a Google DNI grant. The service was officially launched on 16 October 2017.

NewsMavens.com is a unique roundup of the most interesting and important news curated by women from European news media. The service is delivered through the collaboration of independent editors and journalists. At the end of

2017 there were 21 contributors from 13 media outlets, including: *The Irish Times*, Austrian *Der Standard*, Slovakian *Dennika N* and Italian *MicroMega*. Each of the contributors curates stories from their media to the collective roundup, giving NewsMavens's readers a unique, woman's perspective on current affairs in Europe, with particular attention paid to the smaller EU countries which tend to be outside of mainstream media's focus.

There are five to eight news recommendations in English published every morning on the website. Contributors have the freedom to select any of the materials to be presented. Once selected, contributors explain the relevance of the story for their country and/or region. Along with the relevance rationale, the materials include summaries of content for each medium and a link to the original, with the Google Translate button for instant access to a translated version.

Additionally, every week the service publishes a summary of top news. NewsMavens.com is also present on Facebook, Twitter and Instagram.

More on: Newsmavens.com

Responsible Next Time - successful people about their way to the top

Polish businesses need strong models of leadership, responsibility and efficient management. Gazeta.pl – one of Poland's largest portals – promotes good practices in business, by publishing weekly Next Time materials. Each episode is developed by the video team and features business people who tell Next Time about their first steps in business, their management style, how they invest and how they understand responsibility.

Next Time is a video format developed by the business news service Next.Gazeta.pl and video Gazeta.pl teams.

Next Time presents successful people who say what tips they would post over the desk of their younger selves, what errors they could have avoided, what they could have done better, what they have learned and can share with others. The exciting talks also give the viewers insights into the business career as well as the individual's personal life. So far Next Time has discussed responsible business with Andrzej Blikle, Zbigniew Grycan, Piotr Voelkel, Marta Dymek and Emilian Kamiński. Each episode is a unique case study of how passion and dedication, and most of all – approach to business management, shaped the enterprises started by the invitees. The guests talk about their successes and failures, their first

experiences, fears and their vision of business. They are also involved in developing the materials.

Next Time garnered very favourable response from the public, positive comments and referrals, as well as a group of loyal viewers. Also its opinion-leading power has been growing, with more and more media quoting the guests.

With each episode of Next Time Gazeta.pl publishes additional material around the themes appearing in the interviews (Next Plus).

More on: Next.Gazeta.pl

Reader's Pack of Agora Publishing House and Information Society Development Foundation

Paczka literacka is an initiative of Wydawnictwo Agora and FRSI (Information Society Development Foundation) aimed at fostering readership in Poland. For many years FRSI has worked for the growth of local public libraries and Wydawnictwo Agora has a 15-year experience as a recognized publisher, predominantly of factual literature, but also fiction, classics, biographies and audiobooks. The two organizations partnered up to create a unique program for local libraries

Agora publishing house and FRSI invited all public libraries in Poland to join the project, those who did so by 18 August 2017 was eligible to receive a free pack of 21 books and two audiobooks.

Some of the titles in the pack were: *Reporterka* by Jacek Antczak and Hanna Krall, *Nie wierzę w życie pozaradiowe* by Marek Niedźwiecki and *Laska nebeska* by Mariusza Szczygieł.

To qualify a library needed to fill a short e-form including the number of packs applied for.

The campaign also encouraged the libraries to organize events promoting reading, such as book club discussions or other events and competitions for the best book review as well as promoting the campaign in the internet.

On 23 August 2017 a list of libraries to receive the books in September 2017 was published on www.biblioteki.org.

The project included also a contest for libraries that had joined the project. Libraries were asked to send in a multimedia report from a reading promotion event with the use of a book received in the Reader's Pack. The award was a visit

from one of the authors published by Wydawnictwo Agora (Michał Rusinek, Adam Wajrak, Grzegorz Kubicki and Maciej Drzewicki - authors of the biography of Anna Przybylska, and her mother Krystyna Przybylska). **More on:** Biblioteki.org

Insurgents 1944

On the 73rd anniversary of Warsaw Rising, Gazeta.pl presented another group of voices of people who took part in the 1944 events. *Powstanie '44* project launched in 2016 was continued with a special new video production.

On Tuesday, 1 August 2017 Gazeta.pl celebrated the anniversary of Warsaw Rising by releasing a video featuring Warsaw Rising insurgents.

The moving film *Powstańcy 1944* was available on the portal's home page, on Facebook, YouTube, and a dedicated service Powstanie44.Gazeta.pl.

Gazeta.pl asked 1944 Insurgents about their most vivid memories from the 63 days of struggle – the most important moments, emotions and everyday life in the time of war. Their stories speak for themselves. Insurgents recall the first cigarette smoked not for fun but to muffle the terrible hunger, talk about the first kill or the fear they felt when fighting on the barricades.

The project was non-commercial. The portal's decision to produce the film was driven by the desire to honour the people who lived through the events.

Moreover, on 1 August 2017 the video was played in Helios and Gutek Film cinemas, on AMS displays in Warsaw trams and on Screen Network displays. The project was also promoted on air by Radio TOK FM.

For 63 days interviews with Insurgents were published on Gazeta.pl home page and on Facebook. The video was also screened before start of the 27th Warsaw Rising Run.

More on: Powstanie44.Gazeta.pl

Seniors' Week in Poznan

According to Poznań municipal office, the city is currently a home to over 143 thousand inhabitants over 60 years of age. Poznań has joined the global network of Global Age-Friendly Cities and has conducted various programs for integrating seniors and making their city existence easier, such as Poznań Viva Senior.

Since 2015 Poznań section of *Gazeta Wyborcza* has delivered *Tydzień Seniora*, a project focusing on senior citizens' issues in Poznań and Wielkopolska region.

Seniors Week is aligned with the goals of City of Poznań that include building a comprehensive policy for senior citizens.

Printed *Gazeta Wyborcza* and Poznan.Wyborcza.pl website published a series of materials about seniors. Seniors were invited to join workshops on culinary art and making photos with smartphones.

For a week starting on 30 September 2017, Senior Citizens' Day, *Gazeta Wyborcza* Poznań featured senior matters as a special theme. Editorial content included articles about the senior experience in the city, what seniors expect, what cultural, sports, healthcare and educational opportunities are available to them. A different subject was covered on each consecutive day in both paper and online *Gazeta Wyborcza*, for example: on Monday 2 October 2017, Poznań *Gazeta Wyborcza* published a section 'Culture for Seniors in Poznań. From tea with artists to multi-generational workshops'.

In 2017 a special series of workshops and events for seniors was organized, to complement the publication. These included a meeting with a dietician, a group tour of an exhibition *Frida Kahlo and Diego Riviera. Polish Context* in CK Zamek, yoga for seniors, workshops in cooking and smartphone photography with a photo reporter Łukasz Cynalewski. More detailed information about the events was published on Poznan.Wyborcza.pl.

More on: Poznan.Wyborcza.pl