

APPRAISAL INTERVIEWS

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

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

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

| 1,533

employees of Agora Group received appraisal talks in 2019

| 88.7%

of total employees of Agora Group received appraisal talks in 2019

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

Employees receiving appraisal talks in Agora Group

Pracownicy podlegający ocenie w Grupie Agora - 2019 rok

	Agora Group			Agora S.A.		
	Women	Men	Total	Women	Men	Total
Total share of employees who receive appraisal talks	89.5%	87.7%	88.7%	89.6%	85.4%	87.6%
low-level employees	86.9%	84.5%	85.8%	87.14%	81.7%	84.7%
stanowiska kierownicze lub wyższe	99,6%	98,6%	99,1%	99,4%	97,7%	98,6%
Total number of employees who received appraisal talks	903	630	1533	728	492	1220
managers and senior managers	207	161	368	168	131	299
low-level employees	696	469	1165	560	361	921

AGORA Report 2019

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

Pracownicy podlegający ocenie w Grupie Agora - 2018 rok

	Agora Group			Agora S.A.		
	Women	Men	Total	Women	Men	Total
Total share of employees who receive appraisal talks	89.4%	89.9%	89.6%	88.7%	88.6%	88.7%
low-level employees	89.5%	90.7%	90.0%	88.8%	89.5%	89.1%
stanowiska kierownicze lub wyższe	89,7%	89,2%	89,5%	89,2%	87,8%	88,5%
Total number of employees who received appraisal talks	1 003	711	1 714	802	562	1 364
low-level employees	776	529	1 305	621	411	1 032
managers and senior managers	227	182	409	181	151	332

AGORA Report 2019

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

BROADER COMMUNICATIONS TO EMPLOYEES ABOUT THE STRATEGY OF GAZETA.PL

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