

OUR EMPLOYEES

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| 4,822

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

In 2019 Agora Group employed 4822 staff, 23 more than in 2018. Due to specifics of the company's operations (cinemas and restaurants) a large number of Agora's collaborators are employed on contract of mandate or contract of commission (students, young people in temporary jobs). In Agora S.A. such collaborators are mostly journalists, columnists and authors of other materials published by Agora.

| 2,626

individuals employed on a permanent employment contract in Agora Group in 2019

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

As at the end of December 2019, the Group's headcount amounted to 2,495 full time employees and decreased by 216 FTEs yoy. This decrease is mainly attributable to lower headcount in the restructured printing and press businesses, as well as support

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departments. On the other hand, headcount increased in the Movies and Books and the Outdoor segments.

Employment structure 2019

Struktura zatrudnienia pracowników i współpracowników w 2019 r.

	Agora Group			Agora S.A.		
	Women	Men	Total	Women	Men	Total
Employees and contractors, including:	2540	2023	4563	1024	860	1884
Contract of employment	1462	1164	2626	854	654	1508
Collaborators on contract of mandate or commission	1074	842	1916	167	202	369
Managerial contract and appointed by resolution	4	17	21	3	4	7
Self-employed contractors (b2b)*			259			135
TOTAL			4822			2019

*No gender data. Source: Human Resources, Agora Group.

Struktura zatrudnienia pracowników i współpracowników w 2018 r.

	Agora Group			Agora S.A.		
	Women	Men	Total	Women	Men	Total
Employees and contractors, including:	2453	2108	4561	1083	1024	2107
Contract of employment	1501	1338	2839	904	801	1705
Collaborators on contract of mandate or commission	944	747	1691	172	210	382
Managerial contract and appointed by resolution	8	23	31	7	13	20
Self-employed contractors (b2b)*			238			154
TOTAL			4799			2261

*No gender data. Source: Human Resources, Agora Group.

EMPLOYMENT STRUCTURE

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

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

Struktura zatrudnienia w Grupie Agora i jej największych spółkach w podziale na wiek i płeć - 2019

	Age	Agora Group	Agora S.A.	AMS S.A.	Helios S.A.	GRA
Women	< 30 y.o.	16.1%	14.2%	6.9%	25.7%	12.5%
	30-50 y.o.	70.7%	68.5%	76.2%	69.1%	83.9%
	> 50 y.o.	13.2%	17.3%	16.9%	5.2%	3.6%
Men	< 30 y.o.	15.8%	11.9%	2.6%	25.7%	12.7%
	30-50 y.o.	68.5%	69.1%	65.8%	67.0%	81.7%
	> 50 y.o.	15.7%	19.0%	31.6%	7.3%	5.6%
In all	< 30 y.o.	16.0%	13.2%	5.0%	25.7%	12.6%
	30-50 y.o.	69.7%	68.8%	71.7%	68.1%	82.7%
	> 50 y.o.	14.3%	18.0%	23.3%	6.1%	4.7%
	Women	55.7%	56.6%	56.1%	54.0%	44.1%
	Men	44.3%	43.4%	43.9%	46.0%	55.9%

Source: Human Resources, Agora Group.

Struktura zatrudnienia w Grupie Agora i jej największych spółkach w podziale na wiek i płeć - 2018

	Age	Agora Group	Agora S.A.	AMS S.A.	Helios S.A.	GRA
Women	< 30 y.o.	17.1%	15.9%	5.1%	25.6%	10.5%
	30-50 y.o.	70.9%	68.6%	78.6%	69.7%	86.0%
	> 50 y.o.	12.1%	15.5%	16.3%	4.6%	3.5%

	Age	Agora Group	Agora S.A.	AMS S.A.	Helios S.A.	GRA
Men	< 30 y.o.	13.7%	11.4%	2.7%	25.3%	15.2%
	30-50 y.o.	72.6%	72.7%	68.0%	66.9%	81.8%
	> 50 y.o.	13.7%	16.0%	29.3%	7.9%	3.0%
In all	< 30 y.o.	15.5%	13.8%	4.0%	25.5%	13.0%
	30-50 y.o.	71.7%	70.5%	74.0%	68.4%	83.7%
	> 50 y.o.	12.8%	15.7%	22.0%	6.2%	3.3%
	Women	52.9%	53.0%	56.6%	52.3%	46.3%
	Men	47.1%	47.0%	43.4%	47.7%	53.7%

Source: Human Resources, Agora Group.

Employment structure by gender and region is similar to general structure of Agora's workforce. The differences in some regions (Wielkopolskie, Łódzkie, Kujawsko-Pomorskie and Śląskie) are caused by the fact that some male-dominated departments such as IT, technical and printing divisions located in those regions. The highest number, over 60 percent of all employees of Agora Group, are employed in Mazowieckie region. Large groups are also based in Śląskie, Wielkopolskie, Pomorskie and Łódzkie.

Employment in Agora Group by gender and region

Struktura zatrudnienia w Grupie Agora w podziale na płeć i region pracy - 2019 rok

Region	Agora Group		Agora S.A.	
	Women	Men	Women	Men
dolnośląskie	53.9%	46.1%	61.8%	38.2%
kujawsko-pomorskie	58.0%	42.0%	58.5%	41.5%

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	Agora Group		Agora S.A.	
Region	Women	Men	Women	Men
lubelskie	52.2%	47.8%	42.9%	57.1%
lubuskie	38.5%	61.5%	33.3%	66.7%
łódzkie	70.4%	29.6%	50.0%	50.0%
małopolskie	56.6%	43.4%	54.1%	45.9%
mazowieckie	56.4%	43.6%	58.0%	42.0%
opolskie	59.3%	40.7%	57.1%	42.9%
podkarpackie	45.8%	54.2%	66.7%	33.3%
podlaskie	51.7%	48.3%	50.0%	50.0%
pomorskie	60.8%	39.2%	56.3%	43.7%
śląskie	51.6%	48.4%	48.4%	51.6%
świętokrzyskie	48.0%	52.0%	22.2%	72.8%
warmińsko-mazurskie	35.7%	64.3%	33.3%	66.7%
wielkopolskie	45.0%	55.0%	55.6%	44.4%
zachodniopomorskie	52.1%	47.9%	50.0%	50.0%

Struktura zatrudnienia w Grupie Agora w podziale na płeć i region pracy - 2018 rok

	Agora Group		Agora S.A.	
Region	Women	Men	Women	Men
dolnośląskie	58.6%	41.4%	69.2%	30.8%
kujawsko-pomorskie	59.2%	40.8%	59.3%	40.7%
lubelskie	55.6%	44.4%	0.0%	100%
lubuskie	46.2%	53.8%	45.5%	54.5%
łódzkie	63.6%	36.4%	52.9%	47.1%
małopolskie	59.5%	40.5%	52.8%	47.2%
mazowieckie	56.7%	43.3%	56.7%	43.3%
opolskie	59.1%	40.9%	57.1%	42.9%
podkarpackie	45.5%	55.5%	66.7%	33.3%
podlaskie	53.1%	46.9%	50.0%	50.0%
pomorskie	57.6%	42.4%	53.1%	46.9%
śląskie	36.7%	63.3%	48.6%	51.4%
świętokrzyskie	54.8%	45.2%	38.5%	61.5%

	Agora Group		Agora S.A.	
Region	Women	Men	Women	Men
warmińsko-mazurskie	26.7%	73.3%	28.6%	71.4%
wielkopolskie	28.3%	71.7%	22.3%	77.7%
zachodniopomorskie	56.8%	43.2%	62.5%	37.5%

Source: Human Resources, Agora Group.

A vast majority of the employees have permanent contracts and work full time. Part-time employment is twice more frequent among women and is caused by balancing professional and family duties.

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

Struktura zatrudnienia ze względu na rodzaj i typ umowy, w podziale na płeć - 2019 rok

	Agora Group			Agora S.A.		
	Women	Men	Total	Women	Men	Total
Trial	1.9%	1.8%	1.9%	1.3%	1.4%	1.3%
Fixed term	9.4%	6.6%	8.2%	7.6%	2.6%	5.4%
Permanent	86.9%	90.4%	88.4%	89.9%	95.4%	92.3%
Substitute	1.8%	1.2%	1.5%	1.2%	0.6	1.0%

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	Agora Group			Agora S.A.		
	Women	Men	Total	Women	Men	Total
Full time	95.5%	96.7%	96.1%	95.7%	96.6%	96.1%
Part time	4.5%	3.3%	3.9%	4.3%	3.4%	3.9%

Source: Human Resources, Agora Group.

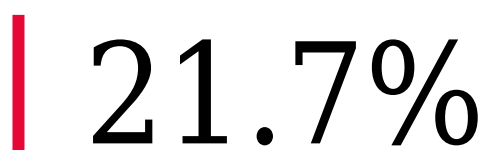
Struktura zatrudnienia ze względu na rodzaj i typ umowy, w podziale na płeć - 2018 rok

	Agora Group			Agora S.A.		
	Women	Men	Total	Women	Men	Total
Trial	2.2%	1.4%	1.8%	1.5%	0.6%	1.1%
Fixed term	8.5%	6.2%	7.4%	7.7%	4.5%	6.2%
Permanent	87.6%	91.6%	89.5%	89.7%	94.4%	91.9%
Substitute	1.7%	0.8%	1.3%	1.0%	0.5%	0.8%
Full time	96.3%	97.1%	96.7%	95.8%	96.9%	96.3%
Part time	3.7%	2.9%	3.3%	4.2%	3.1%	3.7%

Source: Human Resources, Agora Group.

CHANGES IN EMPLOYMENT. EMPLOYEE TURNOVER

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



21.7%

turnover among contract of employment employees of
Agora Group

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

New employees and employee turnover by age and gender

Wskaźniki zatrudnienia nowych pracowników oraz rotacji pracowników w podziale na grupy wiekowe i płeć - 2019 rok

	Age	Share of new employees	Share of leaving employees	Share of new employees	Share of leaving employees
Women	< 30 y.o.	33.5%	26.3%	27.3%	29.8%
	30-50 y.o.	10.0%	15.9%	9.6%	15.6%
	> 50 y.o.	2.1%	7.3%	0.7%	8.1%
Men	< 30 y.o.	38.6%	26.1%	30.8%	28.2%
	30-50 y.o.	7.7%	30.6%	5.1%	31.2%
	> 50 y.o.	2.2%	20.8%	0.8%	21.0%
	Total	12.3%	21.7%	9.2%	21.8%

*Source: Human Resources, Agora Group.

Wskaźniki zatrudnienia nowych pracowników oraz rotacji pracowników w podziale na grupy wiekowe i płeć - 2018 rok

	Age	Share of new employees	Share of leaving employees	Share of new employees	Share of leaving employees
Women	< 30 y.o.	30.1%	24.6%	31.3%	27.1%
	30-50 y.o.	9.6%	13.9%	9.5%	14.4%
	> 50 y.o.	5.0%	6.6%	4.3%	5.7%

	Age	Share of new employees	Share of leaving employees	Share of new employees	Share of leaving employees
Men	< 30 y.o.	29.0%	28.4%	29.7%	18.7%
	30-50 y.o.	7.6%	17.4%	7.6%	15.8%
	> 50 y.o.	0.0%	0.0%	3.1%	18.8%
	Total	11.1%	15.6%	10.9%	15.8%

*Source: Human Resources, Agora Group..

DOWNSIZING IN THE PRINT SEGMENT OF AGORA GROUP

On 5 March 2019 Agora announced the launch of optimization scheme of its print business. The decision to restructure the business, including the collective redundancies, was caused by continued decline in the revenue from the sales of coldset printing, the dominant technology in Agora Group's Print Segment. This trend is predominantly due to the drop in circulation of printed press, whose publishers are the largest group of clients of the Agora's coldset printing plants. Services commissioned by clients from other market segments, including those executed in the heatset technology, represent a significantly lower share in the Group's income from printing activity; due to infrastructural constraints, they never have been able to offset the dwindling revenues from coldset printing services.

Management Board of Agora resolved to initiate the consultation on group layoffs with the trade unions as well as council of employees of Agora and Agora Poligrafia, and notified relevant employment offices about the intention to deploy group layoffs in Agora S.A. and Agora Poligrafia Sp. z o.o.

Layoffs were carried out between 25 March and 23 April 2019 and affected 47 employees of Agora's print business, which represented 15% of all employees in Print segment of Agora Group (56% of all employees in this area, including 89% of the employees of Agora S.A. plant in Piła and 88% in agora Agora Poligrafia Sp. z o.o. in Tychy, as of 1 March 2019). The same terms were provided to the employees of Tychy and Piła printing plants after 30 June 2019. The employees were also offered protective schemes including assistance in job search and re-training.

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