

TRAINING AND DEVELOPMENT

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

IN-HOUSE TRAINING

| 208

employees attended in-house training sessions that spanned

| 25.5

training days in total in 2019

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

- managerial (Manager's Toolset, Coaching Management Style,)
- introductory (Welcome to Agora, Navigator)
- personal skills enhancement Effective Communication for Journalists (Komunikacja w pracy Redaktora), Providing Feedback (Udzielanie informacji zwrotnej)
- moderated workshops

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

In-house training

Szkolenia wewnętrzne

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

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

WELCOME TO AGORA

| 114

employees received Welcome to Agora orientation training in 2019

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

and other internal regulations. New employees also receive a comprehensive CSR and ethics information kit.

IN-HOUSE COACHING

| 12

employees received in-house coaching in Agora in 2019

For two years Agora Group has offered its managers in-house coaching as a career development tool. The sessions are delivered by in-house instructors from Agora's HR department, ICC coaches (International Coaching Community).

In 2019 twelve employees received in-house coaching (32 sessions) that included processes continued from 2018 into 2019 (nine coaching programmes were delivered in 2018).

TRAINING IN GAZETA.PL

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

| 149

employees of the Internet segment attended over

| 149,528

hours of training in total

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

| 62

employees of Gazeta.pl attended

| 16

IT training and conference events

GAZETA WYBORCZA SCHOOL OF EDITORS

| 23

participants of School of Reporters in 2019



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

Instruction is delivered in the form of workshops and lectures, e.g. working on a specific text representing various genres, styles and formats. Teachers are mostly experienced journalists and editors of Gazeta Wyborcza, including Roman Imielski, Piotr Stasiński, Marcin Kącki, Aleksandra Sobczak, Teresa Kruszona, Paweł Wroński, Vadim Makarenko, Ariadna Machowska, Piotr Głuchowski, Krzysztof Varga, Aleksandra Klich-Siewiorek, Jakub Sawa, Paweł Wroński and Paweł Goźliński. The project is coordinated by Daniela Werbeniec and participants and the 2019/2020 class consists of 23 employees of all units of Wyborcza, including local offices, Wysokie Obcasy and BiQdata, culture and promotion departments.

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

AMAZING STORIES - CONTEST FOR THE JOURNALISTS OF

| 6

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



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

Winners of 2018/2019 competition:

- **Agnieszka Urazińska and Tomek Stańczak - Homeless Children - (Dzieci bezdomne)**
Homeless Children. Often more driven to escape than their mothers
Homeless Children. I'm ashamed I don't have a home
Homeless Children. I wake up and the home is still here
- **Adam Zadworny - Bricha - The story of Benjamin Perman (Bricha: historia Beniamina Permana)**
The Grand Escape of Benjamin Perman. Part One: Holy Grail of Szczecin Secret Police
The Grand Escape of Benjamin Perman Part Two: Bricha and smuggling pass through Szczecin
The Grand Escape of Benjamin Perman Part Three: They are going to kill me here
- **Ada Petriczko - Missing Women in India (Brakujące kobiety w Indiach)**
Vandana Shiva: Economic growth? Not so long ago we

had children, trees, animals and experience growing -
not money

Arundhati Roy: I love this land, landscape, music, but the
country? I am either too modern or too old-fashioned
to believe this idea

NEW MAILING SYSTEM COMMUNICATION

| 30

Did you know ... messages published in 2019

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

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