

DIVERSITY IN THE WORKPLACE

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

By signing Diversity Charter, Agora undertook an obligation to:

- create a pro-diversity workplace atmosphere and organizational culture,
- introduce internal institutional solutions to develop equal treatment policies,
- develop and implement anti-discrimination and diversity management in the workplace policies,
- introduce anti-discrimination and anti-mobbing monitoring measures and a system of education about preventing discrimination and mobbing,
- open dialogue with employees on the adopted diversity management policy,
- issue annual reports on diversity measures and their results,
- promote and educate about diversity management in Poland.

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

AGORA SIGNED DIVERSITY CHARTER

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

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



jako sygnatariusz Karty Różnorodności, aktywnie przeciwdziała dyskryminacji,
wprowadzania polityki równego traktowania i zarządzania różnorodnością w miejscu pracy.

EQUAL TREATMENT

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

51.8%

share of women in middle and senior management positions in Agora Group

56.9%

share of women other positions in Agora Group

Employee breakdown by category and gender

Pracownicy w podziale na kategorię zatrudnienia i płeć - 2019

| | Agora Group | | Agora S.A. | |
|------------------------------|-------------|-------|------------|-------|
| | Women | Men | Women | Men |
| Senior and middle management | 51.8% | 48.2% | 52.1% | 47.9% |

| | Agora Group | | Agora S.A. | |
|-----------------|-------------|-------|------------|-------|
| | Women | Men | Women | Men |
| Other employees | 56.9% | 43.1% | 58.0% | 42.0% |

Source: Human Resources, Agora Group.

Pracownicy w podziale na kategorię zatrudnienia i płeć - 2018

| | Agora Group | | Agora S.A. | |
|------------------------------|-------------|-------|------------|-------|
| | Women | Men | Women | Men |
| Senior and middle management | 54.3% | 45.7% | 52.5% | 47.5% |
| Other employees | 52.5% | 47.5% | 53.2% | 46.8% |

Source: Human Resources, Agora Group.

Employee breakdown by category, age and gender

Senior and middle management

Pracownicy w podziale na kategorię zatrudnienia, wiek i płeć - 2019 - Pracownicy na stanowiskach kierowniczych i wyższych

| | Agora Group | | | Agora S.A. | | |
|--|-------------|-----|-------|------------|-----|-------|
| | Women | Men | Total | Women | Men | Total |

| | Agora Group | | | Agora S.A. | | |
|------------|-------------|-------|-------|------------|-------|-------|
| | Women | Men | Total | Women | Men | Total |
| < 30 y.o. | 4.6% | 4.7% | 4.6% | 6.5% | 1.8% | 4.2% |
| 30-50 y.o. | 82.4% | 72.8% | 77.7% | 76.2% | 71.2% | 73.8% |
| >50 y.o. | 13.0% | 22.6% | 17.6% | 17.3% | 27.1% | 22.0% |

Source: Human Resources, Agora Group.

Senior and middle management

Pracownicy w podziale na kategorię zatrudnienia, wiek i płeć - 2018 - Pracownicy na stanowiskach kierowniczych i wyższych

| | Agora Group | | | Agora S.A. | | |
|------------|-------------|-------|-------|------------|-------|-------|
| | Women | Men | Total | Women | Men | Total |
| < 30 y.o. | 6.6% | 3.0% | 4.9% | 8.9% | 4.1% | 4.9% |
| 30-50 y.o. | 82.6% | 75.7% | 79.4% | 77.0% | 75.1% | 79.4% |
| >50 y.o. | 10.8% | 21.3% | 15.6% | 14.1% | 20.7% | 15.6% |

Source: Human Resources, Agora Group.

Employee breakdown by category, age and gender

Other employees

Pracownicy w podziale na kategorię zatrudnienia, wiek i płeć - 2019 - Pracownicy na stanowiskach niższych niż kierownicze

| | Agora Group | | | Agora S.A. | | |
|------------|-------------|-------|-------|------------|-------|-------|
| | Women | Men | Total | Women | Men | Total |
| < 30 y.o. | 19.1% | 19.7% | 19.4% | 16.3% | 15.5% | 16.0% |
| 30-50 y.o. | 67.6% | 67.0% | 67.3% | 66.4% | 68.4% | 67.2% |
| >50 y.o. | 13.3% | 13.3% | 13.3% | 17.3% | 16.1% | 16.8% |

Source: Human Resources, Agora Group

Other employees

Pracownicy w podziale na kategorię zatrudnienia, wiek i płeć - 2018 - Pracownicy na stanowiskach niższych niż kierownicze

| | Agora Group | | | Agora S.A. | | |
|------------|-------------|-------|-------|------------|-------|-------|
| | Women | Men | Total | Women | Men | Total |
| < 30 y.o. | 20.3% | 16.7% | 18.6% | 18.1% | 13.7% | 16.0% |
| 30-50 y.o. | 67.3% | 71.8% | 69.4% | 66.0% | 71.9% | 68.7% |
| >50 y.o. | 12.4% | 11.5% | 12.0% | 15.9% | 14.5% | 15.2% |

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



70.6%

of all employees of Agora Group have higher education

Employee breakdown by category, education and gender

Senior and middle management

Pracownicy w podziale na kategorię zatrudnienia, wykształcenie i płeć - 2019 - stanowiska kierownicze i wyższe

| | Agora Group | | | Agora S.A. | | |
|---------------------|-------------|-------|-------|------------|-------|-------|
| Education | Women | Men | Total | Women | Men | Total |
| Primary education | 0.3% | 0.0% | 0.2% | 0.0% | 0.0% | 0.0% |
| Secondary education | 20.7% | 28.2% | 24.4% | 23.2% | 24.7% | 23.9% |
| Higher education | 79.3% | 75.1% | 77.2% | 76.8% | 75.3% | 76.1% |

Senior and middle management

Pracownicy w podziale na kategorię zatrudnienia, wykształcenie i płeć - 2018 - stanowiska kierownicze i wyższe

| | Agora Group | | | Agora S.A. | | |
|---------------------|-------------|-------|-------|------------|-------|-------|
| Education | Women | Men | Total | Women | Men | Total |
| Primary education | 0.3% | 0.0% | 0.2% | 0.0% | 0.0% | 0.0% |
| Secondary education | 20.5% | 27.4% | 23.6% | 22.1% | 25.9% | 23.9% |
| Higher education | 79.2% | 72.6% | 76.2% | 77.9% | 74.1% | 76.1% |

Source: Human Resources, Agora Group.

Employee breakdown by category, education and gender

Other employees

Pracownicy w podziale na kategorię zatrudnienia, wykształcenie i płeć - 2019 - stanowiska niższe niż kierownicze

| | Agora Group | | | Agora S.A. | | |
|---------------------|--------------------|------------|--------------|-------------------|------------|--------------|
| Education | Women | Men | Total | Women | Men | Total |
| Primary education | 0.0% | 0.3% | 0.1% | 0.0% | 0.6% | 0.3% |
| Secondary education | 24.9% | 38.2% | 30.7% | 25.9% | 37.6% | 30.7% |
| Higher education | 75.0% | 60.3% | 68.6% | 74.1% | 61.8% | 69.0% |

Source: Human Resources, Agora Group

Other employees

Pracownicy w podziale na kategorię zatrudnienia, wykształcenie i płeć - 2018 - stanowiska niższe niż kierownicze

| | Agora Group | | | Agora S.A. | | |
|---------------------|--------------------|------------|--------------|-------------------|------------|--------------|
| Education | Women | Men | Total | Women | Men | Total |
| Primary education | 0.1% | 0.3% | 0.2% | 0.0% | 0.5% | 0.2% |
| Secondary education | 26.9% | 46.1% | 36.0% | 27.9% | 44.2% | 35.6% |
| Higher education | 73.0% | 53.6% | 63.8% | 72.1% | 55.3% | 64.2% |

AGORA Report 2019

Source: Human Resources, Agora Group.

Agora Group strives to encourage the employment of people with disabilities. The largest number of such individuals is employed by AMS. The company has been actively promoting activation of people with disabilities.

3.7%

of the employees of Agora Group are individuals with disabilities

Share of employees with disabilities

Udział pracowników z niepełnosprawnościami - 2019

| | Women | Men | Total |
|-------------|-------|------|-------|
| Agora Group | 2.6% | 5.0% | 3.7% |
| AGORA S.A. | 0.8% | 1.2% | 1.0% |

Source: Human Resources, Agora Group.

Udział pracowników z niepełnosprawnościami - 2018

| | Women | Men | Total |
|-------------|-------|------|-------|
| Agora Group | 2.7% | 4.4% | 3.5% |

AGORA Report 2019

| | Women | Men | Total |
|------------|--------------|------------|--------------|
| AGORA S.A. | 0.9% | 1.1% | 1.0% |

Source: Human Resources, Agora Group.

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

Share of foreign employees in total employees of Agora Group

Procent obcokrajowców w stosunku do liczby wszystkich pracowników w Grupie Agora - 2019

| | Women | Men | Total |
|-------------|--------------|------------|--------------|
| Agora Group | 0.5% | 0.5% | 0.5% |
| AGORA S.A. | 0.4% | 0.2% | 0.3% |

Source: Human Resources, Agora Group.

Procent obcokrajowców w stosunku do liczby wszystkich pracowników w Grupie Agora - 2018

| | Women | Men | Total |
|-------------|--------------|------------|--------------|
| Agora Group | 0.3% | 0.7% | 0.5% |
| AGORA S.A. | 0.2% | 0.1% | 0.2% |

Source: Human Resources, Agora Group.