

**The Responsibility
Report for the year
2020**

Agora Group and Agora S.A.

March 18, 2021

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LETTER FROM THE CEO

[GRI 102-14]



Ladies and Gentlemen,

the COVID-19 pandemic has changed the world we knew and presented new challenges for each of us. In Agora, it deprived us overnight of significant revenues and made it impossible to further implement the strategy adopted for 2018-2022.

The turbulent year 2020 has focused our attention on ensuring the safety of our employees and supporting our media users, customers and business partners. In addition to the struggle related to the economic and social consequences of the coronavirus pandemic, last year was filled with activities aimed to prevent progressing climate change, protect human rights and freedom of speech, which we have been consistently implementing in numerous projects and partnerships for over 30 years.

Today, we all hope that we are slowly entering the "new normality". There are still many unknowns ahead of us, but also clear signposts for Agora. Those include the European Green Deal, the Paris Agreement on environmental protection, and especially the UN Sustainable Development Goals, particularly in the field of gender equality and respect for human rights.

Therefore, in 2021, as in 2020, we want to act in accordance with the principle **"Responsible every day - for the sake of society and the environment"**, as expressed in this "Responsibility Report 2020 of the Agora Group".

I believe that this publication will allow you to get to know our business even better, especially in terms of ESG (Environmental, Social, Governance) factors, i.e. in the field of environmental protection, social involvement and relations with the environment, as well as the quality of management and business ethics.

On behalf of the entire team of Agora Group, I wish you good and inspiring reading.

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

Chapter I About Agora

1. ABOUT AGORA GROUP

1.1. BUSINESS PROFILE

[GRI 102-1, 102-2, 102-5, 102-7]

Agora S.A. has been operating in the media market for thirty years. The company started its operations in 1989 with the publishing of the first edition of the nationwide daily newspaper *Gazeta Wyborcza*, which remains one of the most popular dailies in the country.

Since 1999, the company has been listed on the Warsaw Stock Exchange. The current shareholding structure is published on Agora's corporate website and available at: <https://www.agora.pl/en/akcje-i-akcjonariat>.

Currently, Agora and its subsidiaries form the Agora Group, which conducts business activities in the following segments:

MOVIES AND BOOKS

Agora actively supports Polish authors: writers, publicists, reporters, musicians and movie-makers. The company has developed its publishing activity in a natural way – with the Agora's Publishing House, which has been operating for more than 15 years. It is currently an acclaimed Polish publisher and one of the fastest growing entities in the publishing industry in Poland. In 2020, Agora's Publishing activities were included in the 2020 Top Brand ranking list, comprising as many as 500 brands which are the strongest in terms of media presence in Poland from 50 industries, and Agora was ranked 3rd among the most recognisable brands in the book publishing category, and 267th in the overall ranking.

The Publishing House also produces and distributes music as part of Agora Music and Agora Digital activities, as well as films on DVD and BluRay, which makes its profile unique on the Polish market.

Since 2010, Agora has been developing its cinema and film activities. The Company owns the Helios cinema network – the largest network in terms of the number of multiplex facilities in Poland, which enjoys recognition of thousands of film fans. Helios includes 50 modern cinemas, 281 screens, 15 Helios Dream screens and nearly 53,000 chairs in total. Through NEXT FILM, Agora is engaged in film distribution and production – until now, it has introduced many Polish and foreign films to cinemas, as well as supported the creation of a dozen or so national productions. The company also presents films from its own portfolio through other distribution channels – on VOD platforms, including also Netflix.

The company also operates in the catering market – through Step Inside, a company belonging to the Helios network, which creates restaurants under the Pasibus brand. There are currently 10 restaurants in the Pasibus network open in cooperation with Helios.

PRESS

Gazeta Wyborcza has been the largest opinion-forming daily in Poland for many years. It is a reliable source of information and an important platform for public debate, it provides interesting entertainment and it encourages active spending of free time. It is valued and rewarded for the quality of journalism, innovation and involvement in social issues. The journalists of *Wyborcza* support major nationwide and local social, educational and cultural campaigns. In recent years, the daily has been ranked twice at the top of the **Top Brand** ranking list of the Polish brands which are the strongest in terms of media presence, and has won many prestigious awards in the country and worldwide, including **European Newspaper Awards**. *Gazeta Wyborcza* is also a leader in the digital press transformation in Poland. At the end of September 2020, the *Wyborcza.pl*

subscriber community exceeded 240,000, giving the *Wyborcza* team the 10th place among all European press titles and 21st place worldwide **in the Global Digital Subscription Snapshot 2020 ranking**.

Agora currently has one printing house located in Warsaw.

OUTDOOR

AMS, which belongs to the Agora Group, is the leader of out-of-home advertising (OOH) in Poland. It operates in the area of classical and digital OOH, with 22,000 advertising spaces¹. The company's mission is to carry out effective advertising campaigns for customers using the widest media portfolio on the market, based on modern ideas and tools. AMS is also a leader in the urban furniture segment in Poland, installing several thousands of bus shelters in over 30 cities. The Company made pioneering investments in the Polish market in the revitalised areas of Szczecin, Warsaw and Wrocław. In addition, AMS engages in and initiates socio-environmental campaigns – it is a pioneer in combining advertising with environmental campaigns and cultural projects promoting artists or voicing social problems.

INTERNET

Agora's web portfolio includes several dozens of websites, mobile apps and video formats offered by Gazeta.pl and related websites. In the Agora Group, there are also companies operating on-line, including Yieldbird which specialises in programmatic advertising, and HRlink which provides modern online recruitment tools.

RADIO

Agora radio brands offer students and Internet users with the latest news, entertainment and music. All this is ensured by Radio TOK FM (a supra-regional radio station, covering 23 urban areas), Radio Żółte Przeboje (24 local stations), Radio Pogoda (8 local stations) and Rock Radio (4 local stations), and the Tokfm.pl information portal. As a result, the offer of the Agora Radio Group reaches a wide variety of customers. Agora also holds 40% of shares in Eurozet, the broadcaster of, among others, Radio ZET.

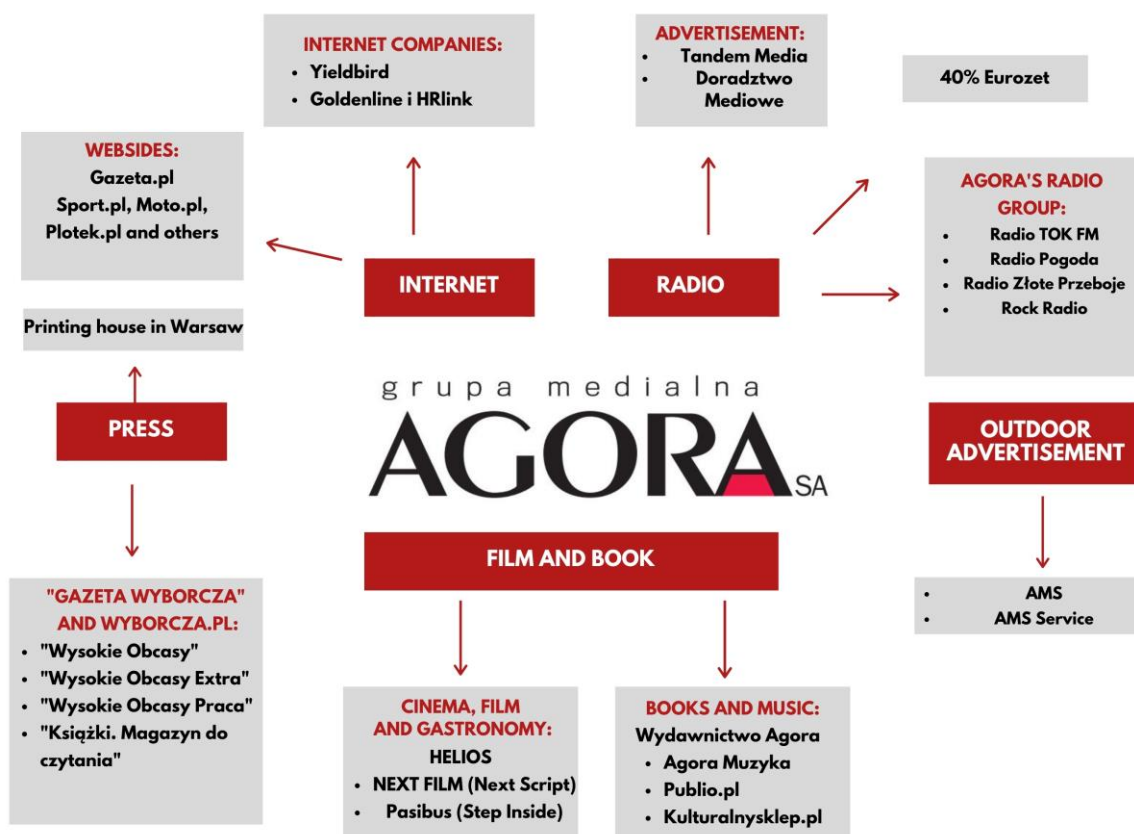
[GRI 102-4]

The Agora's headquarters is located in Warsaw, but its operations are disseminated in many cities of Poland, mainly due to the extensive Helios cinema network, the growing network of Pasibus restaurants and local editorial offices of *Gazeta Wyborcza*. The cities in which the Group companies operate include: Bełchatów, Białystok, Bielsko Biala, Bydgoszcz, Częstochowa, Dąbrowa Górnicza, Gniezno, Grudziądz, Gorzów Wielkopolski, Jelenia Góra, Kalisz, Katowice, Kędzierzyn Koźle, Kielce, Konin, Krosno, Legionowo, Legnica, Lubin, Lublin, Łódź, Nowy Sącz, Olsztyn, Opole, Pabianice, Piła, Piotrków Trybunalski, Płock, Poznań, Przemyśl, Radom, Rzeszów, Siedlce, Sochaczew, Stalowa Wola, Starachowice, Szczecin, Tczew, Tomaszów Mazowiecki, Tricity, Warsaw, Wołomin, Wrocław and Żory.

1.2. STRUCTURE OF THE AGORA GROUP

The structure of the Agora Group, together with an indication of individual brands in each business segment, is as follows.

¹ not taking into account the advertising space on buses and trams, and ATM, Cityinfo and MoveTV screens;

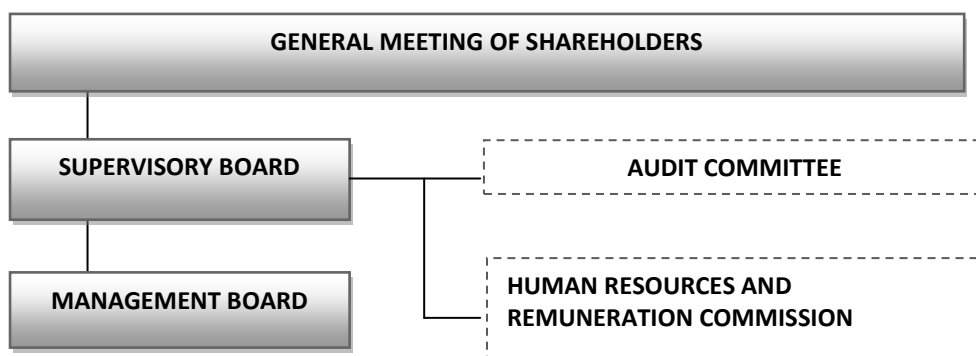


1.3. CORPORATE GOVERNANCE AND GOVERNANCE STRUCTURE

[GRI 102-18, 202-2]

The governance structure of the Agora Group consists of: The General Meeting of Shareholders, the Supervisory Board together with subordinate committees, and the Management Board. The scope of competences of each supervisory body and the issues related to their activities are specified by the provisions of law, in particular the Commercial Companies Code, supervisory recommendations of the supervisory bodies and the Statutes of Agora S.A., which are available on the www.agora.pl corporate website.

The governance structure of the Agora Group:



GENERAL MEETING OF SHAREHOLDERS:

- ❖ it operates on the basis of the Commercial Companies Code and the Statutes of Agora S.A.
- ❖ it appoints the member of the Supervisory Board and acknowledges the fulfilment of duties by the members of the Supervisory Board,
- ❖ it appoints the members of the Management Board and acknowledges the fulfilment of duties by the Management Board.

SUPERVISORY BOARD:

- ❖ the rules of its operation are regulated in detail in the provisions of the Commercial Companies Code and the Statutes of Agora S.A.,
- ❖ it is composed of not less than six, and not more than ten members,
- ❖ the candidates for members of the Supervisory Board may be nominated by shareholders holding preferred series A shares or shareholders who documented their entitlement to not less than 5% of the votes at the last general meeting before the candidates were nominated and who, at the time of making the nomination, hold not less than 5% of the Company's share capital,
- ❖ the members of the Supervisory Board are appointed for a joint term of office of three years,
- ❖ it has no control over the selection of candidates to the Management Board,
- ❖ it supervises the operations of the Management Board,
- ❖ it is evaluated every year by the General Meeting of Shareholders, it is authorised to convene the General Meeting of Shareholders,
- ❖ the resolutions of the Supervisory Board are adopted by an absolute majority of votes cast in the presence of at least half of the members of the Supervisory Board, except where other provisions of the Statutes provide for a different majority and quorum.

As at the day of presentation of this Report, the Supervisory Board is composed of:

- Andrzej Szlęzak – Chairman of the Supervisory Board,
- Tomasz Karusewicz – Member of the Supervisory Board,
- Dariusz Formela – Member of the Supervisory Board,
- Wanda Rapaczynski – Member of the Supervisory Board,
- Tomasz Sielicki – Member of the Supervisory Board,
- Maciej Wiśniewski – Member of the Supervisory Board.

The term of office of the current Supervisory Board will expire on the date of the Company's General Meeting of Shareholders, approving the 2021 financial statements.

Bios of particular Members of the Supervisory Board are published on the corporate website and available at: <https://www.agora.pl/wladze-spolki>.

There is one Committee and one Commission operating within the Supervisory Board: the Audit Committee, and Human Resources and Remuneration Commission established in compliance with the Company's Statutes, performing advisory role to the Supervisory Board. Competences and procedures of the Audit Committee, and Human Resources and Remuneration Commission were set forth in the by-laws of these bodies adopted by virtue of resolutions of the Supervisory Board. As at the date of submission of this Report, the Committee and Commission are composed of the following members:

Audit Committee:

- Dariusz Formela – Chairperson of the Audit Committee,

- Tomasz Sielicki,
- Maciej Wiśniewski.

The Audit Committee is responsible for monitoring financial reporting of the Company and the Agora Group as well as financial audit activities, performing supervisory functions with respect to monitoring of internal control systems, internal audit and risk management, and performing supervisory activities with respect to monitoring the independence of external auditors.

Human Resources and Remuneration Commission:

- Maciej Wiśniewski – Chairperson of the Human Resources and Remuneration Commission,
- Dariusz Formela,
- Tomasz Karusewicz,
- Andrzej Szlęzak.

In accordance with the Bylaws of the Human Resources and Remuneration Commission, responsibilities of the Commission include periodical assessment of the principles of remuneration of the Management Board members and providing the Supervisory Board with appropriate recommendations in this respect, making recommendations regarding the amount of remuneration and granting additional benefits to individual members of the Management Board for consideration by the Supervisory Board.

MANAGEMENT BOARD:

- ❖ it operates on the basis of the Commercial Companies Code and the Statutes of Agora S.A.,
- ❖ it is composed of three to six members with the exact number determined by the shareholders holding the majority of preferred series A shares, and following the expiration of such preferred status of all series A shares – by the Supervisory Board,
- ❖ candidates for members of the Management Board are nominated by shareholders holding series A shares, while the Management Board members are appointed by the General Meeting (with the reservation that Management Board members may be co-opted in accordance with the Statutes),
- ❖ the term of office of the Management Board lasts 5 years,
- ❖ it is evaluated every year, it is authorised to convene the General Meeting of Shareholders,
- ❖ it presents a detailed quarterly report on the condition of the company and of the Agora Group to the Supervisory Board,
- ❖ it manages the activities of the Company and it represents it outside the company,
- ❖ the resolutions of the Management Board are passed by a simple majority of votes.

As at the date of this Report, the Management Board is composed of:

- Bartosz Hojka – President of the Management Board,
- Tomasz Jagiełło – Member of the Management Board,
- Anna Kryńska-Godlewska - Member of the Management Board,
- Agnieszka Sadowska – Member of the Management Board.

The term of office of the current Management Board will expire on the date of the Company's General Meeting of Shareholders, approving the 2022 financial statements.

Bios of particular Members of the Management Board and the division of responsibilities for specific areas of Company's operation between Members of the Management Board are published on the corporate website and available at: <https://www.agora.pl/wladze-spolki>.

GENDER STRUCTURE IN THE SUPERVISORY BODIES

[GRI 405-1]

With respect to the recommendation concerning balanced participation of women and men in the company's governing bodies, the Management Board of the Company points out that it has no influence on the composition of the Company's main governing bodies. However, in the case of changes in the composition of key bodies of the Company, the Company's Management Board tries to present to the bodies authorised to appoint candidates to these bodies the requirements which they should meet in accordance with the Good Practices and other legal regulations.

Moreover, the Management Board of the Company wishes to stress that according to the Agora Group's diversity policy adopted in December 2015, the main criteria for selection of candidates for all managerial positions, remaining in the competencies of the Management Board, include expertise, experience and skills necessary to perform the function in question.

Table 1.1

Gender structure in the supervisory bodies

As at the end of	SUPERVISORY BOARD		MANAGEMENT BOARD	
	2020	2019	2020	2019
women	1 16.7%	1 16.7%	2 50.0%	2 40.0%
men	5 83.3%	5 83.3%	2 50.0%	3 60.0%

1.4. 2020 FINANCIAL RESULTS OF THE AGORA GROUP

[GRI 102-6, 102-7, 201-1]

More than 75% of the total revenue of the Agora Group comes from domestic sales. Sales on the foreign markets are mainly carried out through the sale of advertising and printing services to foreign customers, as well as the sale of publications (including foreign subscriptions).

Table 1.2

Financial results of the Agora Group

<i>in PLN million</i>	2020	2019	% change
Total sales net (1), including:	836.5	1 249.7	(33.1%)
Advertising revenue	452.2	579.7	(22.0%)
Ticket sales	84.6	258.0	(67.2%)
Copy sales	133.8	139.2	(3.9%)
Concession sales in cinema	37.2	111.0	(66.5%)
Printing services	28.6	47.2	(39.4%)
Revenues from film activities	34.1	39.1	(12.8%)
Other	66.0	75.5	(12.6%)
Operating cost net, incl.:	(948.2)	(1 225.0)	(22.6%)
External services (2)	(333.5)	(456.5)	(26.9%)
Staff costs (2)	(265.1)	(337.2)	(21.4%)
Raw materials, energy and consumables (2)	(95.5)	(141.4)	(32.5%)
D&A	(162.9)	(158.0)	3.1%
Promotion and marketing	(40.7)	(77.5)	(47.5%)
Cost of restructuring (3)	(1.4)	(5.6)	(75.0%)
Gain on sale of property (4)	7.1	-	-
Gain on sale of enterprise (5)	3.6	-	-
Impairment losses (6)	(38.0)	(7.5)	406.7%
Net profit/(loss)	(130.2)	6.0	-
Operating result - EBIT	(111.7)	24.7	-
<i>EBIT margin</i>	<i>(13.4%)</i>	<i>2.0%</i>	<i>(15.4pp)</i>
EBITDA (7)	89.2	190.2	(53.1%)
<i>EBITDA margin (7)</i>	<i>10.7%</i>	<i>15.2%</i>	<i>(4.5pp)</i>
Operating cost excl. one-offs (8)	(919.5)	(1211.9)	(24.1%)
EBIT excl. one-offs (8)	(83.0)	37.8	-
EBITDA excl. one-offs (8)	79.9	195.8	(59.2%)
Net profit/(loss) excl. one-offs (8)	(104.8)	10.1	-

Source: consolidated financial statements according to IFRS, Q4 2020:

- (1) particular items of sales revenues, apart from sales revenues from tickets and restaurants in cinemas and printing services, include sales revenues of the Agora's Publishing House and activities related to films (operating in the Film and Book segment), described in detail in part IV.A Management Board Report;
- (2) in 2020, the Group made changes to the presentation of the production costs of book publishing of the Agora's Publishing House; the comparative figures were changed accordingly;
- (3) relates to the restructuring costs in the Internet segment in Q2 2020 and the restructuring costs (including group layoffs) in the Printing segment and in support departments in Q1 2019;
- (4) return on sales of the server room building and the land located at ul. Daniszewska in Warsaw;
- (5) return on sales of a part of the Plan D Sp. z o.o. enterprise (formerly Domiporta Sp. z o.o.);
- (6) the amount includes write-offs for impairment of fixed assets of Plan D Sp. z o.o. (formerly Domiporta Sp. z o.o.), Foodio Concepts Sp. z o.o. and of AMS S.A., Helios S.A., Agora S.A.; the write-offs referred mainly to tangible fixed assets and intangible assets, including goodwill of Plan D Sp. z o.o. (formerly Domiporta Sp. z o.o.);
- (7) EBITDA is defined as EBIT increased by depreciation and impairment losses on tangible fixed assets, intangible assets and rights to use assets;
- (8) non-recurrent events include: 3, 4, 5, 6.

1.5. STRATEGY OF THE AGORA GROUP

[GRI 102-15]

The Agora Group consequently implemented the strategy for 2018-2022, the pillars of which were the following:

- ❖ systematic development of the existing businesses, including through acquisitions strengthening current Group's businesses,
- ❖ expansion of the largest project offer by innovative products or premium services,
- ❖ development of a new business in the promising market segments.

Due to the outbreak of the COVID-19 pandemic in 2020 and its consequences for the Group's business activity, it was necessary to verify previous plans and adapt the activities to a completely new reality.

We are aware that the COVID-19 pandemic and activities of the government administration, taken in order to limit further spread of the virus, will affect the activity of the Agora Group also in 2021. This will be a time full of challenges for projects implemented by the Group's companies, which conduct their activities to a limited degree and in a specific sanitary regime, dependent on the rate of vaccination, the number of new infections and the process of acquiring population immunity. This is a beginning of a transition period, where most businesses in Poland will be forced to adjust their operations to the functioning under pandemics, as it is impossible to say when will the pandemics end. The development of the pandemic and further measures to be implemented by the Polish government in order to fight the pandemic are unknown to the Company, and their duration and scale can significantly affect the Agora Group's operations. This is a new situation for the whole economy, and it is difficult to conduct appropriate analyses and estimations, and to draw up multi-annual strategic plans.

In the nearest future, the Agora Group will concentrate on restarting businesses frozen as a result of the pandemic and on rebuilding the financial result. More information on the 2021 perspective was presented in the Agora Group's 2020 financial statements. After the transition period, the Management Board will develop and present the new strategy which will be implemented in the long term.

1.6. SIGNIFICANT CHANGES IN THE REPORTING PERIOD

[GRI 102-10]

2020 was marked by the COVID-19 pandemic the outbreak of which in the first quarter significantly affected the business operations of the Agora Group. Due to the negative impact of the pandemic on the operating

activities and prospects for the development of selected business segments, the Group decided to undertake a number of restructuring measures, including: restructuring of operations of Plan D Sp. z o.o. (formerly Domiporta Sp. z o.o.), including sale of an organised part of this enterprise; reducing the scale of operations of Goldenline Sp. z o.o. and reducing employment in this company. The Group also sold the shares of Foodio Concepts Sp. z o.o. as well as a part of its real estate, and introduced a number of savings measures (e.g. reduction of the team's salaries by 20% for six months) as well as those resulting from administrative decisions (e.g. closure of cinemas and restaurants).

2. OUR VALUES AND PRINCIPLES

[GRI 102-12, 102-16]

The values that we have been following since the launch of the Agora Group are an essential element of our development and of the position we have been holding for more than 30 years of operation. These values include truth, tolerance, respect for human rights and help to those in need. They guide us in our daily work and in relations with our stakeholders. We remain loyal to them despite the changing market conditions and in the context of the Group's development.

We care about professionalism, responsible management and transparency at all levels of our operations. We value tolerance, independence and integrity at work on a daily basis.

When interacting with stakeholders, we always make every effort to comply with the law, ethical standards and responsible business rules. We want our relations with the market environment to be based on integrity and ethical principles of cooperation. We fulfil our obligations with integrity. This is reflected in Agora's "Code of Ethics", which constitutes a guide and a set of principles and rules guiding Agora and all its employees, associates and management. In particular, it addresses the issues of equality and diversity, integrity towards market environment, transparency in internal and external relations, lawfulness and counteracting corruption, security of information and personal data. The adoption of the "Agora Code of Ethics" was recommended to all companies within the Agora Group.

The "Agora Code of Ethics" is complemented by:

- ❖ Agora's internal policies and regulations, in particular: "Agora Anti-Discrimination and Anti-Mobbing Policy", "Policy on receiving and giving gifts and other benefits by employees of Agora S.A.", "Policy of social and sponsorship activities in the Agora Group", "Agora Group Code of Good Practices in Customer Service", "Agora S.A. Environmental Policy";
- ❖ external industry codes adopted as applicable in Agora, in particular: "Advertising Code of Ethics", "Code of Good Practice for Press Publishers".

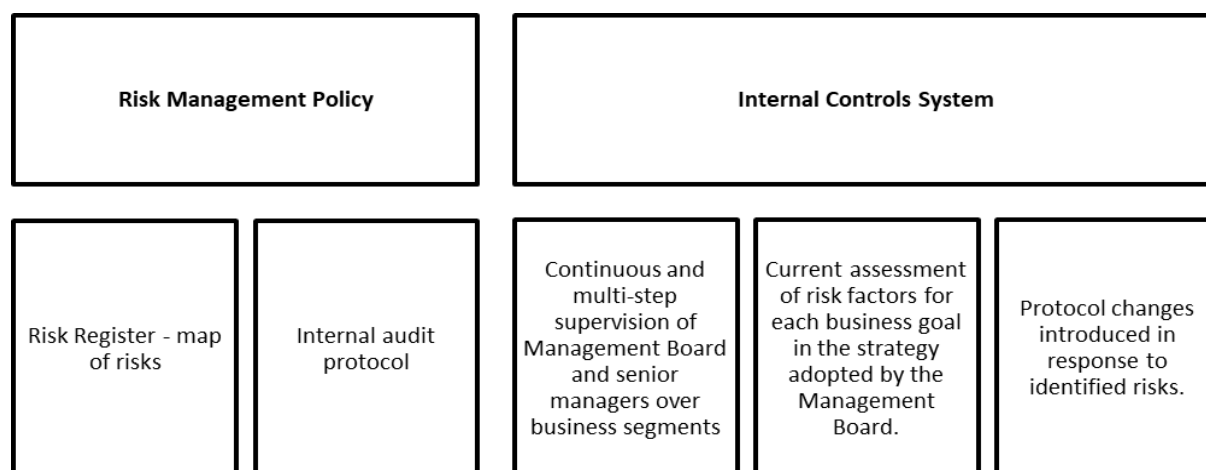
Based on the "Agora Code of Ethics", a "Set of rules of conduct for suppliers and subcontractors of Agora S.A." has also been developed, which is communicated to the counterparties for review and to which the Company obliges all its suppliers and subcontractors to adhere.

In addition, we undertake all our actions in accordance with the legal order in force in Poland. In particular, we act in accordance with the Press Law and the Broadcasting Act. As a company listed on the Stock Exchange, we also comply with the principles contained in the "Best Practice of Companies Listed on the WSE", which shape our relationship with the market environment.

3. RISK MANAGEMENT IN AGORA GROUP

[GRI 102-11]

Currently, there are internal control and risk management systems in place in the Agora Group.



The basic internal document regulating the area of risk management in Agora Group is “**Risk Management Policy**”. Its objective is to specify the principles and framework of the risk management process, to establish the responsibility of the participants of the process, and to define the basic concepts of risk. The Policy sets out: the division of responsibilities, the schedule of the risk management process, the risk categories and the principles of risk reporting by creating a register and a map of risks, and determining the acceptable level of risk.

The Group also implemented the **internal audit regulations** as well as a register of risks and a map of risks. The **map of risks** is created on the basis of the **register of risks** identified in a given year. The Management Board determines which of the risks are crucial and reports them in the form of a map, which indicates the value of the effects of their potential materialisation and the probability of their occurrence for each of them. In addition, the factors that limit both these effects and that probability are determined. For each of the key risks, it is determined whether the data is sufficiently limited, i.e. whether a given part of the risk is acceptable to the Agora Group.

THE MAIN ELEMENTS OF THE INTERNAL CONTROL SYSTEM ARE COMPONENTS OF THE AGORA GROUP'S BUSINESS PROCESSES AND INCLUDE, AMONG OTHERS:

- ❖ procedures and regulations concerning, inter alia: delegation of powers and authorisation of decisions, evaluation of business projects, rules for incurring expenses (budgets and approval thresholds), recording and processing of business transactions, processes of reporting and control of transactions and results of individual areas of activity,
- ❖ reviews of IT systems supporting the implementation of business processes and monitoring the operation of the systems themselves.

The management implements specific tasks resulting from the internal control system and the constant surveillance over its effectiveness as part of the management of the Group's individual segments. The Agora Group has the Internal Audit Department, which primarily performs internal audit activities, understood as independent activities, objectively assessing the effectiveness aimed at adding value and improving the operations of the audited entity or the Agora Group as a whole. The rules governing the functioning of the unit are set out in the **Internal Audit Regulations** adopted by the Management Board and the Audit Committee of the Supervisory Board. Pursuant to the best practices, the Internal Audit Department reports back to the Management Board and the Audit Committee operating within the Supervisory Board. During the year, the Head of the Department coordinates the risk management process set out in the Risk Management Policy. In accordance with the Internal Audit Regulations, on the basis of, inter alia, the results of the risk management process, an audit plan is being prepared, subject to the approval of the Audit Committee. Upon completion of the audit, an audit report is generated with recommendations and proposed process improvements.

The Audit Committee operating within the Supervisory Board holds regular meetings with the Company's internal auditor during which it discusses audit reports and actions taken to mitigate the identified risks. On that basis, the implementation of the annual internal audit plan is also monitored. In 2020, six such meetings were held, and nine meetings were held in 2019.

The above-mentioned risk management system refers to the risks identified as crucial; in particular these are risks related to the operating activity of the Group. Additionally, the Agora Group identifies and takes into account the **ESG (Environmental, Social, Governance) risks**, i.e. those relating to social, employee-related, environmental, human rights and anti-corruption issues. Risks from this group are managed by substantive units, responsible for a given area.

All identified risks are regularly analysed, monitored and managed, while following industry standards and guidelines, and implementing relevant internal policies and procedures. Thanks to this, it is possible to minimise or eliminate the identified risks, and effectively manage the organisation. The various parts of the report, dealing with the approach to governance, set out the procedures and policies aimed at eliminating non-financial risks.

The main risks identified in 2020 were presented in the table below.

Table 1.3

Identified non-financial risks

AREA	MAIN RISKS IN THE AREA
ECONOMIC AND LEGAL	<p>The main risks in this area are:</p> <ul style="list-style-type: none"> - the macroeconomic risk related to the economic situation and the demand for products and services (Agora and the Group) - decreased revenues from advertising and cinema activity due to seasonality or administrative decisions (Agora and the Group) - changes in the structure of the advertising market (Agora and the Group) - global trends in the media consumption model (Agora and the Group) - changing preferences of consumers and advertisers (Agora and the Group) - the risk related to conducting licensed activity (radio) (only the Group) - the risk of acting in violation of the law and internal regulations (Agora and the Group) - the risk of violent legislative changes (Agora and the Group)
EMPLOYEE	<p>Employee-related issues are one of the most important areas of responsibility, that is why Agora Group conducts activities aimed at minimising the following risks:</p> <ul style="list-style-type: none"> - the risk of losing key employees and important competences (Agora and the Group) - the risk of high staff turnover (costs of recruiting new employees) (Agora and the Group) - the risk of unequal treatment of employees (in terms of remuneration, access to training, promotion, etc.) (Agora and the Group) - the risk of collective disputes with employees and of a conflict between the employer and an employee (Agora and the Group)
HUMAN RIGHTS	<p>Identified risks related to human rights in the Agora Group:</p> <ul style="list-style-type: none"> - undesirable behaviour in the workplace (discrimination, mobbing) (Agora and the Group) - violation of the freedom of association and collective bargaining (Agora and the Group) - gross violation of human rights among the suppliers of the Agora Group (Agora and the Group)

ENVIRONMENTAL, INCLUDING CLIMATIC RISKS	<p>In the environmental aspect, the Agora Group takes into account the risks associated with its activities, primarily as part of its activities in the fields of printing, cinema, catering, outdoor and administration. The main risks include:</p> <ul style="list-style-type: none"> - the operational risk related to the current activities and negative environmental impact (Agora and the Group) - higher operating costs caused by increased prices of raw materials (Agora and the Group) - the regulatory risk related to the adaptation of activities to global climate change regulations (Agora and the Group)
SOCIAL ACTIVITIES	<p>The impact on local communities in all Agora Group locations and involvement in social, cultural, sports and charity projects are key issues in the area of corporate social responsibility. Due to the intensity of social involvement, the following risks are possible:</p> <ul style="list-style-type: none"> - the risk of lack of transparency in the allocation of funds (Agora and the Group) - the violation of law and human rights due to the lack of due diligence in the selection of a social partner (Agora and the Group) - the risk of conflict of interests (Agora and the Group) - the risk of obtaining results that are disproportionate to the funds spent (Agora and the Group) - the risk of loss of image as a result of cooperation with a business partner acting to the detriment of society/the environment (Agora and the Group)
SUPPLY CHAIN AND CUSTOMER RELATIONS	<p>The main areas of product liability in the Agora Group concern marketing communications, complaint procedures, as well as the protection of customers' privacy and their personal data. The most significant risks are the following:</p> <ul style="list-style-type: none"> - the risk of violation of the law or regulations, e.g. data leak or unauthorised use of data and content. This may result in reputational and financial risks (penalties, fines) (Agora and the Group) - the risk of credibility of suppliers (Agora and the Group) - the risk of liability in the entire supply chain (Agora and the Group) - the risk related to improper protection of the recipients' personal data (Agora and the Group) - dependence on a small group of suppliers (Agora and the Group)
PREVENTING CORRUPTION AND FRAUD	<p>The main risks in this area are:</p> <ul style="list-style-type: none"> - the risk of conflict of interests (Agora and the Group) - the risk of abuse in relations with business partners and suppliers (Agora and the Group) - the risk of corrupt behaviour (also among suppliers and business partners) (Agora and the Group)

MEDIA ACTIVITY	<p>In the modern world, the media play the key informative and opinion-making role. All social and economic changes are accompanied by the transformation of the mass media and the dynamic development of the social media.</p> <p>Media industry challenges:</p> <ul style="list-style-type: none"> - reliability of sources, - independence, - transparency, - reliability. <p>Media activity risks:</p> <ul style="list-style-type: none"> - the risk of improper information management, public disclosure of contrary information (Agora and the Group) - lack of transparency (Agora and the Group) - loss of public trust (Agora and the Group) <p>Risks related to licensed activities:</p> <ul style="list-style-type: none"> - loss of licence (only the Group) - imposition of a penalty (Agora and the Group) - decisions of the Office of Competition and Consumer Protection (UOKiK) recognising the company's practices as restricting competition or violating the Polish provisions on competition and consumer protection (Agora and the Group) - unfavourable rulings in administrative or court proceedings (Agora and the Group)
IT RISKS	<p>Among the main risks associated with IT infrastructure are the following:</p> <ul style="list-style-type: none"> - system efficiency (Agora and the Group) - system security (cyber-security) (Agora and the Group)
RISKS RELATED TO THE EFFECTS OF THE COVID-19 PANDEMIC	<p>The main risks in this area are:</p> <ul style="list-style-type: none"> - economic consequences of the pandemic (Agora and the Group) - reducing the budget of customers and business partners resulting from the COVID-19 pandemic (Agora and the Group) - new purchasing behaviours (Agora and the Group) - restrictions on the supply of products sold (only the Group) - regulatory restrictions on business operations (only the Group)

More information on the risks affecting the results of operations and financial activities of the Agora Group can be found at agora.pl in the Agora Group's 2020 financial statements.

4. MEMBERSHIP IN ORGANISATIONS

[GRI 102-13]

Agora wants to actively shape the market environment in which it operates on a daily basis. Therefore, its brands and companies are active participants in organisations bringing together specialists from the industries relevant to its activities. The main organisations attended by the representatives of the Group companies are:

POLISH ORGANISATIONS

- ❖ PKPP Lewiatan/Polish Confederation Lewiatan
- ❖ Polish Association of Listed Companies
- ❖ Polish Chamber of Press Publishers
- ❖ Polish Reading Studies (PBC)
- ❖ ReproPol Publishers' Association
- ❖ IAB Polska - Internet Advertising Bureau Polska
- ❖ IGRZ - Outdoor Advertising Chamber of Commerce

- ❖ IAA Polska – International Advertising Association Poland
- ❖ Advertising Agency Association (SAR)
- ❖ ZPAV – Polish Society of the Phonographic Industry
- ❖ KIPA – Polish Audiovisual Producers Chamber of Commerce
- ❖ Polish Chamber of Books
- ❖ Copyright Polska Association of Authors and Publishers
- ❖ Polish Association New Cinemas
- ❖ Polish Internet Research

FOREIGN ORGANISATIONS

- ❖ IAB Europe
- ❖ INMA – International Newsmidia Marketing Association
- ❖ EPC – European Publishers Council
- ❖ LENA – Leading European Newspaper Alliance
- ❖ The Magazine Media Association (EMMA)
- ❖ EGTA – Association of television and radio sales house
- ❖ UNIC – International Union of Cinemas
- ❖ World Association of Newspapers and News Publishers (WAN - IFRA)
- ❖ American Chamber of Commerce in Poland

(data as of 31.12.2020)

5. REWARDS AND DISTINCTIONS

The Agora Group's activities and projects have been appreciated for years by our stakeholders, including recipients, experts and industry organisations around the world. Our brands and media won numerous awards and distinctions in 2020, being at the top of the industry rankings in the Polish and foreign markets. Full information regarding this issue is published on the Agora corporate website on an ongoing basis and is available at <https://www.agora.pl/en/press-room>. The most important awards received last year in individual segments include:

FILMS AND BOOKS



Two titles of NEXT FILM with Eagles Awards

Icarus. The Legend of Mietek Kosz and *The Coldest Game* – these two titles distributed by NEXT FILM received the Eagles Polish Film Awards. They received a total of 3 statuettes.



Nine Fryderyk Awards for artists from Agora Muzyka & Agora Digital Music

In the Popular Music and Jazz categories, as many as nine artists whose works were published or distributed by Agora Muzyka & Agora Digital Music publishing house, were awarded.



Tarapaty 2 (Trouble 2) with the prize of the International Film Festival for Children and Youth

The film distributed by NEXT FILM from the Helios Group won the main prize of the European Junior Jury of the Schlingel International Film Festival in Chemnitz, Germany.



Agora Publishing House at the top of the strongest brands in Poland – 2020 Top Brand

Agora's Publishing House was included in the 2020 Top Brand ranking, comprising as many as 500 media strongest brands in Poland from 50 industries. It ranked 3rd among the most recognisable brands in the book publishing category, and 267rd in the overall ranking. The survey was prepared by Press magazine and PRESS-SERVICE Media Monitoring, upon an analysis of more than 97 million media news from July 2019 to June 2020.

PRESS



Gazeta Wyborcza with 14 European Newspaper Awards

European Newspaper Awards is a prestigious competition assessing the best-designed newspapers in Europe. In the 22nd edition, *Gazeta Wyborcza* in the graphic layout introduced in 2019, received as many as 14 awards. The jury has recognised, among other things, the covers of the daily on presidential elections and the pandemic, as well as multimedia and internet projects.



World Association
of News Publishers

Gazeta Wyborcza with the WAN-IFRA European Digital Media Award for the subscription strategy

In the prestigious WAN-IFRA European Digital Media Awards competition, *Gazeta Wyborcza* won the Member's Choice award in the Best Paid Content Strategy category. The members of the WAN-IFRA Association – experts and practitioners of the media market from around the world, appreciated in an Internet vote the introduction of self-renewing content subscriptions at *Wyborcza.pl*.



Gazeta Wyborcza again at the top of the ranking list of the strongest brands in Poland – 2020 Top Brand

Gazeta Wyborcza once more won the 2020 Top Brands ranking, comprising as many as 500 media strongest brands in Poland from 50 industries. The daily was ahead of, inter alia, OLX and PKO Bank Polski, while also becoming the brand leader in the Press category.



Judyta Watoła and Wojciech Czuchnowski are winners of 2020 Andrzej Woyciechowski Radio ZET Award

Judyta Watoła and Wojciech Czuchnowski received the 2020 Andrzej Woyciechowski Radio ZET Award for a series of articles on blatant irregularities when purchasing masks and ventilators by the Ministry of Health. The articles concerning this case appeared from May to July this year in the paper edition of *Gazeta Wyborcza* and in the digital format of the daily – *Wyborcza.pl*. Andrzej Woyciechowski Radio ZET Award is one of the most prestigious awards of the journalistic world in Poland.

INTERNET



Golden 2020 INMA Global Media Award for Gazeta.pl for the project "The Last Twój Weekend"

The Gazeta.pl website and the project partners: BNP Paribas, Mastercard and VMLY&R Poland agency received the main award in the "Best Social and PR Campaign" category in the prestigious 2020 INMA Global Media Awards competition.

INNOVATION 2020

Gazeta.pl with five 2020 Innovation Awards

Initiatives performed with the participation of Gazeta.pl received one golden, three silver and one bronze awards in the 2020 Innovation competition. The jury of the prestigious competition appreciated the remarkable "The Last Twój Weekend", the partnership campaign "2050 Peasants, i.e. Agronauts in the Time of Climatic Catastrophe" and the introduction of security measures against bots and internet trolls on Gazeta.pl.



Yieldbird in the Business Gazele ranking

Yieldbird, a company from the Agora Group specialising in optimisation of publisher advertising resources, joined the prestigious ranking of the most dynamically developing small- and medium-sized companies called 2019 Business Gazelles. The company made its first appearance on the 326th place in the national ranking, with a total of 4,675 companies.

RADIO



TOK FM Radio "Homo Science" broadcast with an award in the POP Science competition

In the first edition of the POP Science competition for science popularisers in the nationwide category of podcasts or radio broadcast, Aleksandra Stanisławska and Piotr Stanisławski were awarded the prize for the "Homo Science" broadcast on the TOK FM Radio.



Ewa Podolska and Anna Gmiterek-Zabłocka are the winners of the "2019 Medical Journalist" competition

The "Journalists for Health Care" Association rewarded journalists popularising knowledge about health already for the 11th time. Ewa Podolska and Anna Gmiterek-Zabłocka, journalists of TOK FM Radio, were among the winners.

CSR AWARDS



Agora with the Silver CSR Leaf granted by Polityka and Climate Action Award

In 2020, for the third time, Agora was rewarded for responsible management practices and activities in the field of sustainable development. It received the Silver CSR Leaf Award for including in daily operations all the key solutions of the ISO 26000 social responsibility standard, and the Climate Action Award.



Agora, third-time winner of the Issuer's Golden Website competition

In the competition organised by the Polish Association of Listed Companies, Agora S.A. won the award in the "Best IR Website" category among medium-sized companies (included in the SWIG80 index) for the third time. The jury of the competition distinguished the Company for "showing the world an excellent investor relations service and for improving it over the last year". The judges appreciated the functionality, content and validity of the corporate service as well as the design of the agora.pl corporate website.

Chapter II

Our activities for sustainable development

1. WE DEVELOP CSR STRATEGICALLY

The creation of Agora was connected to an important mission, i.e. the pursuit of the truth, desire to explain the world and fight for equality and human rights. That is why, from the very beginning of existence of our organisation, we are continually involved in building a civic society, we support institutions guarding the freedom of the media and democracy, we voice important social problems and we initiate activities for the benefit of the environment. Transparency, openness and dialogue, building stable relationships with the environment and promoting diversity in the society and the workplace have always been our guiding principles.

For over 30 years, our aims and values have not changed; what has changed is the scale of our operations. Today, we are a strong, media and entertainment group, and we want to act responsibly and take part in the creation of a sustainable world. That is why CSR (Corporate Social Responsibility) is naturally inscribed in the projects and services of the Agora Group and our partnerships. We have been consistently developing our CSR strategy for years under the slogan **“Codziennie odpowiedzialni” (“Responsible Everyday”)**, defining responsibility as **sustainable development, impact on the environment and creation of value for the society**.

OUR CSR STRATEGY FOR 2017-2019

In 2017-2019, we implemented the strategy entitled **“Codziennie odpowiedzialni. Strategiczne podejście do odpowiedzialności” (“Responsible Everyday. Strategic Approach to Responsibility”)**, in which we indicated the main directions adopted by Agora in the scope of corporate social responsibility and sustainable development. We have based our responsible approach to management on **development based on responsibility, building stable relationship with the environment and appreciating diversity in the society and in the workplace**.

CSR Strategy of the Agora Group for 2017-2019

- **Growth 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.
- **Building lasting relations**
 - We observe high ethical standards and are committed to fulfilling our obligations.
 - We are committed to earning the trust of our users, business partners and employees
 - We maintain dialogue with our stakeholders and build lasting relations with our environment.
- **We value diversity in the society and in the workplace**
 - Through our products and services in the mass media, entertainment and advertising we reach a wide range of diverse users.
 - The workplace we build promotes diversity and is founded on respect and openness.
 - Courage and innovation are the principles we uphold in our business and social activities.

This approach resulted in a number of specific actions taken by the Agora brands and media – from educational projects, through charity, pro-environmental and communication campaigns to management activities. The examples of completed activities are available on the following website: [Agora.pl/responsible-business](https://agora.pl/responsible-business).

OUR CSR STRATEGY FOR 2021-2022 – A RESPONSE TO THE NEEDS OF A CHANGING WORLD

[GRI 102-15]

In 2020, due to the economic and social consequences of the COVID-19 pandemic, the progressing climate changes and the fight for freedom of speech and human rights in Poland, the CSR strategy of the Agora Group was dominated by social and environmental activities. That is why, in 2020 we changed our slogan “Codziennie odpowiedzialni” (“Responsible Everyday”) to “**Codziennie odpowiedzialni – w trosce o społeczeństwo i środowisko**” (“**Responsible Everyday – Care for the society and the environment**”), thus announcing the continuation of this direction in 2021-2022.

As a result, the **Agora's CSR Strategy for 2021-2022** was created, in which the leading principle is care for the society and the environment, and in which we concentrate even more on the implementation of UN Sustainable Development Goals concerning, above all, **health and safety of our employees, gender equality, defence of freedom of speech and actions aimed at climate neutrality**.

This strategy concentrates on the areas resulting directly from the **ESG factors** (Environmental, Social, Governance), i.e. those related to the actions for natural environment, social impact and relationships with the market environment, as well as the quality of management, with particular emphasis on ethics and human rights. Our activities are carried out in each of these areas, and the goals set for implementation are described in more detail in specific chapters of this Report.

IMPACT ON THE NATURAL ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

[GRI 102-15]

In Agora, we have been developing activities to protect the natural environment for many years – these are both our internal activities to save energy, reduce the consumption of raw materials, segregate waste and change everyday habits to more pro-environmental ones, as well as making investments in the buildings we administer. Our approach to managing environmental issues was described in the “**Environmental Policy of Agora S.A.**”, which is an internal document applicable to all employees and collaborators of our company. In the coming years, we will keep implementing key assumptions of the “**Environmental Policy of Agora S.A.**” and new solutions to achieve **strategic goals**, such as:

- ❖ conducting activities aimed at climate neutrality, in accordance with the assumptions of the **European Green Deal** and of the **Paris Agreement**;
- ❖ implementing practices in the scope of sustainable production and consumption, as well as counteracting waste production;
- ❖ developing projects related to ecology and environmental protection in the media of the Agora Group.

More information on the current environmental activities of Agora are available in **Chapter V Our Responsibility Towards the Environment**. The activities planned to be completed in 2021 are described in this chapter, section **2. We consistently implement the UN Sustainable Development Goals**.

SOCIAL IMPACT

[GRI 102-15]

Among the crucial elements which contribute to Agora's development are its social activities. Companies, brands and media of the Agora Group have been implementing a number of social, cultural and educational initiatives and campaigns for years; they are also engaged in charity events.

Social activities taken by us are regulated by the **“Agora Group's Policy on social and sponsorship activities”**² adopted by the company's Management Board in 2016 after taking into account the expectations of the stakeholders. The objectives set out in the document refer to the **United Nations Sustainable Development Goals (Agenda 2030)** and meet the **ISO 26000** social responsibility standard.

Due to the continuing, or even growing, social problems related to, inter alia, respect for the rights of women and socially excluded persons, freedom of speech and observance of the principles of democracy, we plan to continue our current activities and we will actively respond to emerging social issues. Thus, we will implement our **strategic goals**, such as:

- ❖ equaling opportunities and supporting groups at risk of exclusion;
- ❖ defending freedom of speech and independence of the media;
- ❖ actively participating in social life and supporting important social initiatives;
- ❖ developing projects and initiatives promoting the participation and the role of women in modern society.

More information on Agora's social activities to date is available in **Chapter 4. Our Responsibility Towards the Market Environment**. The activities planned to be completed in 2021 are described in this chapter, **section 2. We consistently implement the UN Sustainable Development Goals**.

CORPORATE GOVERNANCE: ETHICAL BUSINESS AND HUMAN RIGHTS IN THE WORKPLACE

[GRI 102-15]

Ethics has always accompanied us in our everyday work and we follow it in internal relations. Observance of human rights, such as: **dignity, freedom, equality, solidarity**, is natural and indisputable for us, that is why we fully support the assumptions of the **Universal Declaration of Human Rights**³ and of the **Charter of Fundamental Rights of the European Union**⁴, and we implement them by systematically setting appropriate standards of conduct and introducing appropriate internal regulations.

The guiding document of the company regulating this area is the **“Agora Code of Ethics”** in which we included a description of the ethics system in Agora and of the values and principles which we favour every day. This document is being supplemented by additional internal provisions, regulating such areas as: employment conditions, counteracting discrimination and mobbing, preventing corruption. We detail them in **Chapter 3. Our Responsibility Towards Employees** of this Report.

In the coming years, we will continue to concentrate on maintaining high ethical standards and creating a compliance system in Agora, and on respect for human rights. Our **strategic goals** in this area concentrate on:

- ❖ initiating and implementing the practices on the scope of business ethics;
- ❖ continuing to regulate the issues concerning employment and remuneration issues;
- ❖ promoting the compliance system and wider communication of our standards;
- ❖ engaging in global and local partnerships for the implementation of UN Sustainable Development Goals.

In all our decisions and actions, we remember the important impact we have on the business, social and environmental issues, that is why we rely on the assumptions of the **UN 2030 Agenda for Sustainable Development**. More information on our approach to sustainable development, the implementation of the 2030

²The wording of the document is available on the following website: [Agora.pl//polityka-dzialan-spoleczno-sponsoringowych-w-grupie-agora](https://agora.pl/polityka-dzialan-spoleczno-sponsoringowych-w-grupie-agora).

³Universal Declaration of Human Rights, 1948, source: https://amnesty.org.pl/wp-content/uploads/2016/04/Powszechna_Deklaracja_Praw_Czlowieka.pdf

⁴ Charter of Fundamental Rights of the European Union, Official Journal of the European Union, C 202/389, 2021 source: www.eur-lex.europa.eu

Agenda and activities we want to undertake in 2021 on the path to achieving our strategic goals is available in section 2. ***We consistently implement the UN Sustainable Development Goals*** of this chapter.

2. WE CONSISTENTLY IMPLEMENT THE UN SUSTAINABLE GOALS

In 2015 the United Nations (UN) General Assembly adopted the **“UN 2030 Agenda for Sustainable Development”**, which constitutes a new plan for the development of the world for the full benefit of all, for today's generation and for future generations. The Agenda includes 17 Goals which are to be achieved until 2030 jointly by the governments, enterprises and societies worldwide. Agora's CSR strategy supports the actions for the implementation of the Agenda by solving the most urgent problems indicated by our stakeholders and allowed by the specific nature of our organisation as well as the environment in which we operate.

Our priority is to work with the goals related to activities for:

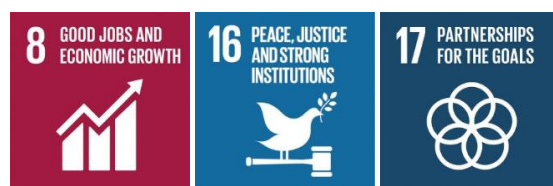
Environment protection:



Society and human protection rights:



Responsible management and business ethics:



Examples of specific activities which we undertook to achieve specific goals are provided in subsequent parts of this Report.

UN SUSTAINABLE DEVELOPMENT GOALS – ACTIVITIES OF THE AGORA GROUP IN 2015-2019

Agora Group has been implementing the UN Sustainable Development Goals since the day of their announcement by the UN and we have been reporting the related activities in our non-financial reports since 2016. Below we summarise the most important aspects of implementation of specific Goals and the activities we undertook to achieve them in 2015-2019.

Table 2.1
Realisation of UN Sustainable Goals in 2015-2019



- Cooperating with organisations to **protect and help** the poorest and promoting activities to combat poverty, including through the support of aid centres and organisations by the Agora Foundation and charity fundraising initiated by Agora's companies and media.



- **Promoting zero waste habits** among stakeholders, in particular through the operation of a canteen in the Agora's Warsaw seat.
- Taking actions to **prevent food waste** in the buildings of Agora and Agora Group companies operating in the catering business.



- **Improving the quality of life and health of the society** through dedicated campaigns and initiatives of the Agora's media and brands.
- **Promoting a healthy lifestyle** in Agora's media.
- **Taking care of the safety and health of employees;** supporting their pro-health activities and habits, in particular through dedicated employee benefits.



- Supporting educational establishments, schools and teachers through **educational initiatives and campaigns** for local communities, organised by the Agora's media; also, the activities of Agora's Publishing House and the Agora's Foundation.
- **Taking care of the development of**



- **Strengthening the participation and role of women** in the decision-making processes at each level of the organisation.
- Striving for **equal treatment** in all employment aspects – in particular care for persons taking parental leave.
- Performing activities **supporting equality of women** and equal treatment.
- Undertaking initiatives **promoting the participation and role of women** in today's



- **Monitoring water consumption** in buildings belonging to Agora.
- **Educating** on the problem of water shortage in Poland.
- Promoting activities related to saving water and **drinking tap water** among the stakeholders and consumers – in particular, thanks to these actions, in 2019 it was possible to reduce waste by around 1.5 tons, i.e. 72,000 plastic bottles, at the company's

new skills and self-mastery of employees, in particular through the launch of an e-learning platform.



- **Optimising electricity consumption** through ecological activities and introducing new solutions, such as installation of photovoltaic panels on the roof of the Agora's Warsaw seat.

society, in particular through the activity of *Wysokie Obcasy*.



- Ensuring **stable employment**.
- **Taking care to respect human rights in the workplace**, including fight against mobbing and harassment, in particular by introducing the **"Agora Code of Ethics"** and developing a compliance system.

headquarters.⁵



- **Conducting projects supporting innovation, promotion of new business models and solutions** and entrepreneurship, in particular development of e-commerce and operations of Yieldbird in the Agora Group.
- **Promoting innovation and engaging local communities** in the consulting processes on the changes in infrastructure and implementation of innovative solutions, in particular the "Jutronauci" ("Tomorrow-nauts") project.



- Effectively counteracting discrimination, **introducing "Diversity Policy"** and **"Anti-Discrimination and Anti-Mobbing Policy"**.
- Ensuring **equal treatment** in all aspects of employment.



- **Jointly creating smart cities thanks to ecological, interactive and functional solutions**, above all through ecological smart city projects of AMS from the Agora Group.
- **Supporting social participation**, in particular through "Supermiasta" ("Supercities") or "Usłysz swoją szkołę"



- Maintaining integrity and acting in accordance with the highest ethical standards and transparency in relations with customers and business partners.
- **Educating stakeholders** in the scope of sustainable development, sustainable

⁵ Data from the "2019 Responsibility Report of Agora S.A."

- Initiating and supporting projects aimed at combating violence and social inequality, and **helping people in need and discriminated against.**

("Hear Your School") projects.

consumption and counteracting waste.



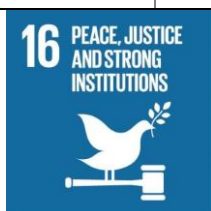
- Introducing solutions and activities aimed at minimising the negative impact on the natural environment, in particular by reducing the production of waste in Agora's administrative buildings.
- Educating and providing reliable information in Agora's media on climate change and initiating pro-environmental projects through Agora's media and brands, in particular in Wyborcza.pl series "Wyborcza na zielono" ("Wyborcza Goes Green") and Gazeta.pl initiatives, e.g. Zielona.gazeta.pl.



- Educating and providing reliable information in Agora's media on climate change, including endangered ecosystems of oceans and seas, in particular in Wyborcza.pl series "Wyborcza na zielono" ("Wyborcza Goes Green") and Gazeta.pl initiatives, e.g. Zielona.gazeta.pl



- Educating and providing reliable information in Agora's media on climate change, including biodiversity, in particular in Wyborcza.pl series "Wyborcza na zielono" ("Wyborcza Goes Green") and Gazeta.pl initiatives, e.g. Zielona.gazeta.pl



- Implementing lawful, understandable and transparent policies, including **gift policy**, "Agora Code of Ethics".



- Partnership for development, in particular education, culture, art, journalism and media, and promoting equality between women and

- Introducing an effective **compliance system** and **ability to report and monitor fraud**.
- Counteracting corruption and maintaining due diligence in cooperation with the environment and respecting human rights.
- Ensuring universal access to reliable information on compliance with the law, in particular through the activities of *Gazeta Wyborcza* and Radio TOK FM
- Transparently reporting non-financial data by Agora S.A. since 2017.

men, in particular by cooperating with EPC (European Publishers Council) or LENA (Leading European Newspaper Alliance).

3. OUR 2020 COMMITMENTS AND PLANS FOR 2021

Table 2.2
Our 2020 commitments and their implementation

Area	Goal	Degree of completion	Report chapter
MANAGEMENT AND REPORTING	<ul style="list-style-type: none"> ▪ Drawing up the "Responsibility Report of the Agora Group" in accordance with the GRI Standards ▪ Conducting a dialogue with stakeholders ▪ Strategically cooperating with the institution/organisation related to the development of responsible business and sustainable development 	<ul style="list-style-type: none"> ▪ Completed ▪ Completed ▪ Completed 	About Agora Group About the Report
WORKPLACE	<ul style="list-style-type: none"> ▪ Implementing a comprehensive trainings system in the form of e-learning ▪ Introducing a new benefit system for employees as a response to the reported employees' expectations 	<ul style="list-style-type: none"> ▪ Completed ▪ Completed 	Our responsibility towards employees
ENVIRONMENT	<ul style="list-style-type: none"> ▪ Introducing pro-environmental solutions in the scope of energy efficiency (in particular photovoltaics) ▪ Optimising energy consumption – exchange of ventilation control 	<ul style="list-style-type: none"> ▪ Completed ▪ Uncompleted due to the COVID-19 pandemic ▪ Completed 	Our responsibility towards environment

	<ul style="list-style-type: none"> rooms in the building Developing projects of Agora's media related to ecology and environment protection 		
ETHICS AND COMPLIANCE	<ul style="list-style-type: none"> Implementing a comprehensive compliance system in the Agora Group Continuing training and communication on ethics for all employees of the Agora Group Implementing "Policy on receiving and giving gifts and other benefits by employees of Agora S.A." 	<ul style="list-style-type: none"> Completed Completed Completed 	Our responsibility towards employees

OUR 2021 GOALS

Adapting to the "new normal", forced by the COVID-19 pandemic, has determined most of the activities undertaken in 2020. We are aware that we will have to deal with the consequences of the pandemic for years.

When drawing up 2021 action plan, apart from the areas indicated by our stakeholders⁶, we also took into account the results of **The Sustainable Development Goals Report 2020**⁷ which presents data on the situation in Poland in pursuit of the goals of the 2030 Agenda. On that basis, we have set the Sustainable Development Goals and specific actions which we will undertake as part of their implementation and which are key for us in 2021. In accordance with the adopted strategy, we divided them into areas resulting from ESG factors.

I. ACTIVITIES FOR ENVIRONMENTAL PROTECTION



- Amending the "Environmental Policy" – creating "**Environmental and Climate Policy of Agora S.A.**"
- Optimising energy consumption** – exchange of ventilation control rooms at the Warsaw seat of Agora (2020 goal postponed due to the outbreak of the COVID-19 pandemic)
- Developing **projects related to ecology and environmental protection** in the media and brands of the Agora Group

⁶ The results of the survey for stakeholders is available below in section: *Dialogue with Stakeholders of the Agora Group*.

⁷ **The Sustainable Development Report 2020: Goals and Covid-19**, Cambridge University Press, June 2020, source: dashboards.sdgindex.org/profiles/POL [access: as at March 2021]

II. ACTIVITIES FOR THE SOCIETY



- Developing **projects** for the society, in particular those relating to **social inequalities** and **gender equality**, through the media and brands of the Agora Group

III. CORPORATE GOVERNANCE

Area: Management and reporting



- Preparing a non-financial report in accordance with the GRI standards and requirements of the Accounting Act
- **Observing European recommendations**, in particular European Commission Guidelines on non-financial reporting⁸, Regulation of the European Parliament (EU) 2019/2088⁹ on sustainability-related disclosures
- Conducting a **dialogue with stakeholders**
- **Cooperating**, in particular with the Polish Association of Listed Companies in the scope of non-financial reporting and developing practices in the field of corporate social responsibility

Area: Workplace



- Ensuring a safe workplace and protecting the health of employees in relation to the COVID-19 pandemic
- Initiating works on the implementation of the **“Recruitment Policy of Agora S.A.”**
- Initiating works on the implementation of the strategy of the Agora S.A. HR Department
- Initiating works related to the evaluation of positions
- Further development of the e-learning platform and of the training offer for employees

⁸ European Commission Guidelines on non-financial reporting, source: <https://eur-lex.europa.eu>

⁹ Regulation of the European Parliament (EU) 2019/2088 on sustainability-related disclosures in the financial services sector, source: <https://eur-lex.europa.eu>

Area: Ethics and compliance



- Implementation of the “Policy on Observance of Human Rights in Agora S.A.”
- Continuing training and communication on ethics for all employees of the Agora Group
- Implementing the supplier evaluation system in terms of, in particular, environmental impact, counteracting corruption and observance of human rights
- Engaging in international initiatives for peacekeeping around the world (e.g. Business For Peace)

The experience of the COVID-19 pandemic confirmed to an even greater extent that we must respond to the global challenges jointly, as international community, and strengthen activities executed so far in many areas. That is why cooperation and engagement in initiatives for achieving Sustainable Development Goals are so important to us – both on a global and local scale. **Given the above, we placed Goal 17: Partnerships on our list of priorities for 2021.**



- Engaging in cross-sectoral partnerships, supporting non-governmental organisations in order to act jointly for the 2030 Agenda, in particular by cooperating with EPC (European Publishers Council) or LENA (Leading European Newspaper Alliance)

4. DIALOGUE WITH STAKEHOLDERS OF THE AGORA GROUP

[GRI 102-40, GRI 102-42, GRI 102-43]

When planning and implementing CSR activities, we take into account the importance of a given problem and its compliance with the Agora Group's strategy and UN Sustainable Development Goals (SDGs). What is also important for us is the voice of our market environment, that is information and opinions provided by the Group's stakeholders as part of various forms of dialogue.

Directness and reciprocity are the principles of dialogue adopted by the Agora Group. We also strive for regular contacts with all stakeholder groups. However, the cyclicity and formalisation of the tools used to learn about the needs and opinions of the groups we are interested in, remain challenging.

Table 2.3
Identified groups of stakeholders and forms of dialogue

Group of stakeholders	Entities belonging to the group	Forms of dialogue/Type of group involvement	Frequency
Employees	Current employees	Internal communication (intranet, mailings, newsletter, surveys)	Current and cyclical communication
	Collaborators		
	Apprentices and trainees	Consultations with representatives of employees (Employee Council, trade unions)	
	Potential employees	Development talks	

		<p>Training sessions and meetings for employees</p> <p>Whistleblowing system (Linia Etyki [Ethics Line] and other channels)</p> <p>Cyclical meetings with the management board</p> <p>Surveys for participants of the recruitment process</p> <p>Social media</p>	
Customers	<p>Individual customers (recipients, readers, audience, listeners, Internet users)</p> <p>Institutional customers</p>	<p>Corporate website (information, news, newsletter)</p> <p>Customer Service and other e-mail and telephone communication channels</p> <p>Opinion surveys of Internet users</p> <p>Tests of new products and services</p> <p>Journalistic standby duty (media)</p> <p>Social media</p>	<p>Current communication</p> <p>Opinion surveys and tests – as needed</p>
Competition	<p>Advertising market entities</p> <p>Media market entities (press, radio, Internet)</p> <p>Cinema and film market entities</p> <p>Catering market entities</p>	<p>Industry meetings and initiatives</p> <p>Press releases</p> <p>Joint initiatives and projects</p>	<p>As needed</p>
Shareholders and investors, brokerage houses	<p>Shareholders</p> <p>Individual and institutional investors</p> <p>Brokerage house analysts</p> <p>Capital market participants</p>	<p>Current and periodic reports</p> <p>Cyclical meetings for analysts and investors</p> <p>General Meeting of Shareholders</p> <p>Corporate website</p>	<p>In accordance with the requirements for companies listed on the Warsaw Stock Exchange (financial reporting – once per quarter, General Meetings of Shareholders – at least once a year, individual meetings – as needed)</p>

	Ratings agencies	<p>Newsletter</p> <p>Dedicated point of contact (e-mail and telephone)</p> <p>Mobile version of the investor relations website</p> <p>External conferences and individual meetings</p> <p>Investor feedback – survey for investors</p> <p>Social media</p>	
Business partners	<p>Advertisers</p> <p>Distributors</p> <p>Industry organisations and associations</p>	<p>Corporate website</p> <p>Dedicated point of contact (e-mail and telephone)</p> <p>Meetings within the industry organisation and associations, and involvement in common projects</p>	Current communication; the remaining as needed
Suppliers	<p>Suppliers of products and services</p> <p>Subcontractors</p>	<p>“Set of rules of conduct for suppliers and subcontractors of Agora”</p> <p>Direct relations</p>	As needed
Media	National and industry media	<p>Direct relations</p> <p>Conferences and other events dedicated to the media</p> <p>Mobile version of the press office service</p> <p>Press releases</p> <p>Media statements, comments, opinions</p> <p>Social media</p>	Current and cyclical communication and depending on the needs
Public administration and regulators	<p>Sejm and Senate</p> <p>Council of Ministers</p> <p>National Media Council</p> <p>Office of Competition and Consumer</p>	<p>Public consultations</p> <p>Conferences and industry events</p> <p>Answers to inquiries</p>	As needed

	Protection (UOKIK), National Broadcasting Council (KRRiT), Office of Electronic Communications (UKE)		
	Personal Data Protection Office (UODO)		
Social organisations	Representatives of local communities Foundations Social and non- governmental organisations Cultural institutions	Corporate website Joint projects and initiatives Meetings and external initiatives Activity of corporate foundations Social media	As needed

In the course of preparations to the publication of this Report, a survey was made concerning the reported issues and CSR strategies of the Agora Group. The survey was directed towards Agora employees as well as shareholders, investors, capital market participants, analysts and media representatives. Additionally, the company shared it on the corporate website, so that everyone who was interested in the activities of the Agora Group and following its activities could provide their comments.

[GRI 102-44, 102-47]

Among the areas indicated as material, the following ones dominated:

Results of a survey for employees on Agora's CSR activities*

According to employees, the most important areas presented as part of the strategic approach to responsibility:

72% Developing employee competencies through training and development plans

71% Shaping civic attitudes and care for human rights

57% The pursuit of business climate neutral and initiating ecological projects

47% Concern for others expressed in charity and aid actions

47% Reporting non-financial information and company transparency

The goals of the UN 2030 Agenda (SDG), in which the Agora Group should be particularly involved according to employees:



Achieve gender equality and empower all women and girls



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



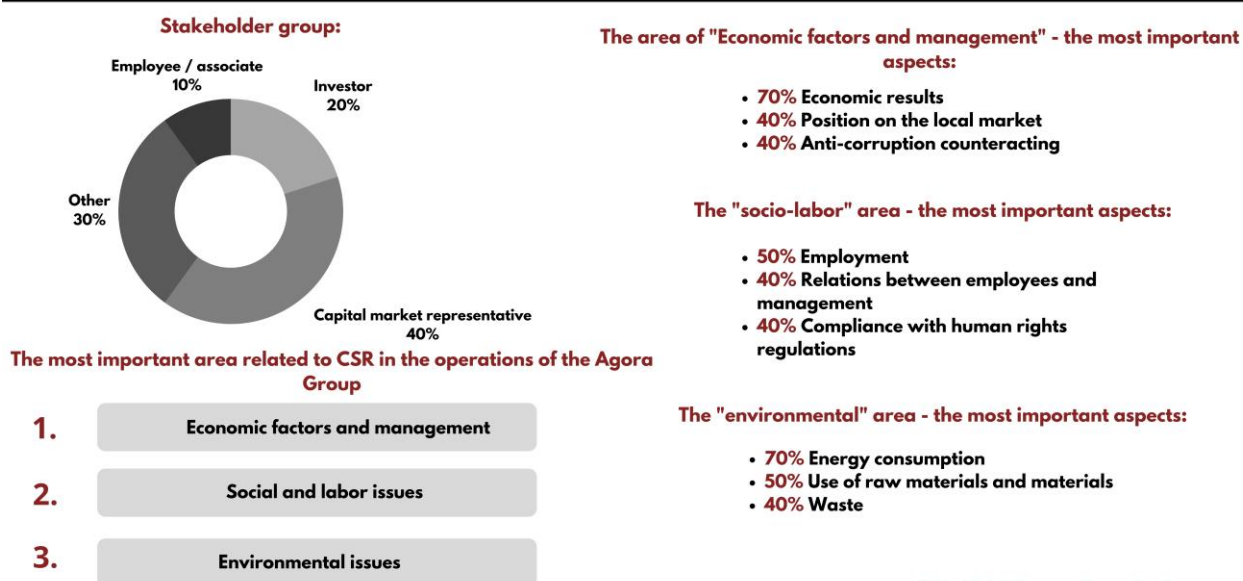
Take urgent action to combat climate change and its impacts



Promote peaceful and inclusive societies for sustainable development

* 60 Agora Group employees participated in the survey

Results of the stakeholder survey on Agora's CSR activities *



*10 stakeholders participated in the survey

The priority Sustainable Development Goals in the stakeholder survey coincide with the results of the employee survey.

Chapter III

Our responsibility towards employees

Employees are the company's most important capital, so we make every effort to ensure that the Agora Group is an attractive and, at the same time, friendly workplace. We want to create an environment open to diversity, where the guiding principles are: equal treatment, respect for human rights, mutual respect and cooperation. In 2020, due to the COVID-19 pandemic, we focused particularly on the safety and health of our employees, by introducing a number of actions to respond to the situation in the country.

The actions taken are in line with the UN Sustainable Development Goals (SDGs), in particular:



1. EMPLOYMENT IN THE AGORA GROUP

WORKING AND PAY CONDITIONS

[GRI 102-41]

The employment, work and pay conditions in the Agora Group are determined by internal regulations, including in particular the Work Regulations, the Employee Remuneration Regulations and individual employment contracts. There are no collective labour agreements in place in any of the Group companies.

The Work Regulations are an internal document in force in each company of the Agora Group that meets specific legal requirements. It governs the organisation and order of work in the context of an employment relationship, as well as the related rights and obligations of the employer and employees. The provisions apply to everyone, regardless of their position, type of contract or working time.

The Employee Remuneration Regulations together with appendices define the general terms and conditions of remuneration of all employees, regardless of the type of contract and position held. The Regulations also contain specific regulations dedicated to certain job positions. The Regulations are an internal document in force in each company of the Agora Group as an independent document.

Remuneration policy for key managers of the Agora Group is a document the purpose of which is to create attractive working conditions in order to attract and retain qualified employees who are crucial for the implementation of the company's strategy and its long-term development. Agora ensures that the remuneration system for key employees is tailored to market conditions and financial standing of the company, while, at the same time, being competitive.

Remuneration policy for members of the Management Board and Supervisory Board of Agora S.A. is a document that contains the basic principles of remunerating members of the supervisory bodies of Agora S.A.

Additionally, in accordance with the applicable regulations, the Agora Group is obliged to counteract discrimination in terms of the establishment and termination of an employment relationship, employment conditions, promotion and access to training in order to improve professional qualifications; in particular discrimination on the grounds of sex, age, disability, race, religion, nationality, political beliefs, trade union

membership, ethnic origin, belief, sexual orientation, as well as on the grounds of employment for a definite or indefinite period of time or on a full-time or part-time basis.

RESPECT FOR HUMAN RIGHTS

One of the values underlying Agora, as declared in the Agora Charter, is respect for human rights. These rights are understood very broadly, both as ensuring a responsible workplace offering decent work, and as preventing all forms of discrimination and mobbing and ensuring equal treatment of all employees. This approach was reflected in the introduction of the “Anti-discrimination and anti-mobbing policy” and the “Diversity Policy”.

The “**Anti-discrimination and anti-mobbing policy**” is in force in Agora and several subsidiaries of the Agora Group (AMS, Agora Radio Group, Helios, Yieldbird) and serves to create a comfortable workplace that supports diversity. Its key elements are:

- ❖ introduction of the function of an anti-discrimination and anti-mobbing representative. This role is currently held by the Deputy Director for Employment, who is responsible for measures to combat discrimination and mobbing in the workplace, including educational measures aimed at all employees to raise their awareness and knowledge in this area. Any team member working or cooperating with Agora may contact the representative to consult any concerns or report an undesirable situation;
- ❖ expanding the possibility of reporting concerns, questions or irregularities. With the introduction of the “Agora Code of Ethics”, we have launched an anonymous, confidential and secure external channel of communication operated by Linia Etyki – an external expert company;
- ❖ emphasising the role and responsibility of management, who should closely monitor the situation in teams and respond to behaviours and events that involve discrimination or mobbing;
- ❖ examples of undesirable behaviour which may be indicative of discrimination or mobbing, and a model notification form.

In 2019, the Policy was updated in line with the changes introduced in the Labour Code. The information and education activities concerning the “Anti-discrimination and anti-mobbing policy” implemented in 2019 were complemented by a training course in this field, which was made available in 2020 on HCMDeck – an e-learning platform of Agora. The training is mandatory for all employees.

The “**Diversity policy**” is based on overcoming barriers such as age, gender or health. Employees of the Agora Group come from different backgrounds and cultures, exhibit various skills and talents, represent diverse viewpoints and have different life and professional experience. We believe that a diverse team is a driver of creativity, innovation and ingenuity. That is why we appreciate diversity within the organisation so much. The “Diversity Policy” is the result of the commitment made by the Agora Group in 2017, by joining the signatories of the Diversity Charter as the first media group in Poland. We have thus joined a group of employers from all over Europe who advocate and promote workplace diversity.

No risks related to child labour, forced labour or other violations of human rights were diagnosed in the activities of the Agora Group. Agora exercises due care in this respect, in accordance with the **UN Guiding Principles on Business and Human Rights**¹⁰ and the **ILO Declaration**¹¹.

In the Agora Group, respect for human rights is also understood as respect for freedom of association, the right to privacy (with particular emphasis on the protection of personal data) and respect for fair competition. These issues are described in more detail in this chapter, section **2. Trade union organisations and respect for freedom of association** and in chapter IV, **1. We act responsibly and ethically in external relations**.

EMPLOYMENT STRUCTURE

In 2020, the number of employees decreased both in Agora (- 10.4% compared to 2019) and in the entire Agora Group (- 35.5% compared to 2019). That was mainly the result of restructuring measures implemented

¹⁰UN Guiding Principles on Business and Human Rights: Implementing the United Nations “Protect, Respect and Remedy” Framework, 2014, source: <https://www.gov.pl/web/fundusze-regiony/biznes-i-prawa-czlowieka>

¹¹Declaration of the International Labour Organization on fundamental principles and rights at work, 1998, source: https://www.ilo.org/public/english/standards/declaration/declaration_polish.pdf

throughout the organisation and restrictions of the activities of some businesses due to the epidemic situation in Poland. The reduction in employment mainly relates to civil-law agreements.

The share of women and men in Agora's and the Agora Group's headcount is comparable, with a slight predominance of women, representing 53.5% of Agora's employees and 53.2% of the Agora Group's employees. Over 82% of Agora S.A. employees are employed under an employment contract and about 17% of them are employed under civil law agreements. Similar indicators regarding the type of employment are observed at the level of the Agora Group as a whole. We also cooperate with self-employed persons – they represent about 7% of employees of both Agora and the entire Group.

[GRI 102-8, 405-1]

Table 3.1
Employment structure by sex and type of employment – AGORA

	WOMEN		MEN		TOTAL	
	2019	2020	2019	2020	2019	2020
Total headcount:	1 024 54.4%	904 53.5%	860 45.6%	785 46.5%	1 884 100%	1 689 100%
- employment contracts	854 83.4%	766 84.7%	654 76.0%	621 79.1%	1 508 80.0%	1 387 82.1%
- civil-law agreements	167 16.3%	134 14.8%	202 23.5%	159 20.3%	369 19.6%	293 17.3%
- management contracts and resolutions on appointment	3 0.3%	4 0.4%	4 0.5%	5 0.6%	7 0.4%	9 0.5%
Self-employed persons (B2B)*					135	142

* no breakdown by sex. Data from HR departments of Agora Group companies

Table 3.2
Employment structure by sex and type of employment – AGORA GROUP

	WOMEN		MEN		TOTAL	
	2019	2020	2019	2020	2019	2020
Total headcount:	2 540 55.7%	1 566 53.2%	2 023 44.3%	1 379 46.8%	4 563 100%	2 945 100%
- employment contracts	1 462 57.6%	1 309 83.6%	1 164 57.5%	1 097 79.6%	2 626 57.5%	2 406 81.7%
- civil-law agreements	1 074 42.3%	253 16.2%	842 41.6%	276 20.0%	1 916 42.0%	529 18.0%
- management contracts and resolutions on appointment	4 0.2%	4 0.3%	17 0.8%	6 0.4%	21 0.5%	10 0.3%
Self-employed persons (B2B)*					259	224

* no breakdown by sex. Data from HR departments of Agora Group companies

Among the persons employed under an employment contract, the vast majority are those employed under a contract for an indefinite period of time (94% in Agora, 91% in the Agora Group). Contracts for a definite period of time account for a mere 4.2% of employment contracts in Agora S.A. and 6.6% in the Agora Group. We do not see any significant differences in this respect taking into account the employees' sex.

Table 3.3
Employment structure by sex and duration of employment – AGORA

	WOMEN		MEN		TOTAL	
	2019	2020	2019	2020	2019	2020
Employment contracts in total	854 56.6%	766 55.2%	654 43.4%	621 44.8%	1 508 100%	1 387 100%
- trial period	11 1.3%	7 0.9%	9 1.4%	9 1.4%	20 1.3%	16 1.2%
- definite period	65 7.6%	39 5.1%	17 2.6%	19 3.1%	82 5.4%	58 4.2%
- indefinite period	768 89.9%	715 93.3%	624 95.4%	589 94.8%	1 392 92.3%	1 304 94.0%
- replacement	10 1.2%	5 0.7%	4 0.6%	4 0.6%	14 0.9%	9 0.6%

Data from HR departments of Agora Group companies

Table 3.4
Employment structure by sex and duration of employment – AGORA GROUP

	WOMEN		MEN		TOTAL	
	2019	2020	2019	2020	2019	2020
Employment contracts in total	1 462 55.7%	1 309 54.4%	1 164 44.3%	1 097 45.6%	2 626 100%	2 406 100%
- trial period	28 1.9%	15 1.1%	21 1.8%	19 1.7%	49 1.9%	34 1.4%
- definite period	138 9.4%	90 6.9%	77 6.6%	69 6.3%	215 8.2%	159 6.6%
- indefinite period	1 270 86.9%	1 187 90.7%	1 052 90.4%	994 90.6%	2 322 88.4%	2 181 90.6%
- replacement	26 1.8%	17 1.3%	14 1.2%	15 1.4%	40 1.5%	32 1.3%

Data from HR departments of Agora Group companies

The structure of Agora's management is similar to the overall employment structure – there is a comparable share of women and men, with a slight predominance of women. The situation is similar throughout the Agora Group. 30-50 year olds are the most numerous age group among the representatives of management – both in Agora and the Agora Group. However, there is a slight change in the proportion compared to 2019 – a smaller percentage of managers in the group of <30 year olds and in the 30-50 age bracket, and a larger percentage of those aged >50.

Table 3.5
Management structure* by sex and age – AGORA

	WOMEN		MEN		TOTAL	
	2019	2020	2019	2020	2019	2020
aged <30	6.5%	4.7%	1.8%	1.3%	4.2%	3.1%
aged 30-50	76.2%	74.4%	71.2%	67.6%	73.8%	71.2%
aged >50	17.3%	20.9%	27.0%	31.1%	22.0%	25.7%

* employed in managerial positions and higher. Data from HR departments of Agora Group companies

Table 3.6
Management structure* by sex and age – AGORA GROUP

	WOMEN		MEN		TOTAL	
	2019	2020	2019	2020	2019	2020
aged <30	4.6%	3.4%	4.6%	1.5%	4.7%	2.5%
aged 30-50	82.4%	79.9%	72.8%	69.4%	77.7%	74.9%
aged >50	13.0%	16.7%	22.6%	29.1%	17.6%	22.6%

* employed in managerial positions and higher. Data from HR departments of Agora Group companies

SALARIES

The average salary in Agora and the entire Agora Group significantly exceeds the minimum wage applicable in Poland, which amounted to PLN 2,250 in 2019 and PLN 2,600 in 2020.

[GRI 202-1]

Table 3.7

Average basic salary* of positions lower than managerial in relation to the minimum wage in Poland by sex – AGORA and AGORA GROUP

	AGORA		AGORA GROUP	
	WOMEN	MEN	WOMEN	MEN
2019	264%	297%	236%	264%
2020	232%	261%	199%	206%

**values as at 31.12.2019 and 31.12.2020 were used for the comparison. Data from HR departments of Agora Group companies*

At Agora, like throughout the Agora Group, the average basic salary received by women is lower than the average basic salary received by men. This applies both to the group of people employed in positions lower than managerial positions and to those employed in positions higher than managerial positions. However, the wage gap in 2020 was smaller than in 2019, despite the fact that salaries in both Agora and the Agora Group increased only slightly or decreased. These decreases, also visible in the ratio of the average basic salary to the minimum wage in Poland, resulted mainly from the difficult situation caused by the COVID-19 pandemic – in 2020, in agreement with the trade union organisations, a salary reduction of 20% was introduced across the Agora Group for six months.

[GRI 405-2]

Table 3.8

The average salary of women in relation to the average salary of men by category of employment – AGORA and AGORA GROUP

	AGORA		AGORA GROUP	
	2019	2020	2019	2020
BASIC SALARIES*				
Employees in managerial positions and higher	87.4%	92.7%	91.2%	90.8%
Employees in positions lower than managerial	84.6%	85.9%	85.1%	89.2%
PAID SALARIES*				
Employees in managerial positions and higher	84.6%	93.6%	95.7%	94.0%
Employees in positions lower than managerial	88.7%	88.7%	88.8%	96.2%

**Basic salary - an agreed minimum amount paid to an employee for the performance of his/her duties, without allowances, bonuses, etc. Paid salary - a basic salary plus additional amounts such as: length-of-service allowances, bonuses (in cash and equity: shares and stocks), payment of overtime benefits and any additional benefits. Values as at 31.12.2019 and 31.12.2020 were used for the comparison. Data from HR departments of Agora Group companies*

Table 3.9

Annual change in basic salary and paid salary by sex and category of employment – AGORA and AGORA GROUP

	AGORA			AGORA GROUP		
	WOMEN	MEN	AVERAGE	WOMEN	MEN	AVERAGE
BASIC SALARY CHANGE RATE 2020/2019						
Employees in managerial positions and higher	0.0%	-5.6%	-2.9%	-13.5%	-13.0%	-13.1%
Employees in positions lower than managerial	4.2%	2.6%	3.8%	-10.8%	-14.9%	-12.9%

PAID SALARY CHANGE RATE 2020/2019						
Employees in managerial positions and higher	-6.7%	-15.6%	-11.3%	-17.6%	-16.1%	-16.7%
Employees in positions lower than managerial	1.5%	1.5%	1.7%	-3.4%	-10.9%	-7.3%

**Basic salary - an agreed minimum amount paid to an employee for the performance of his/her duties, without allowances, bonuses, etc. Paid salary - a basic salary plus additional amounts such as: length-of-service allowances, bonuses (in cash and equity: shares and stocks), payment of overtime benefits and any additional benefits. Values as at 31.12.2019 and 31.12.2020 were used for the comparison. Data from HR departments of Agora Group companies*

STAFF TURNOVER

In 2020, Agora recorded lower staff turnover than in 2019 – a smaller number of departures (y/y decrease by 7.4 p.p.), which also reduced the number of new hires (y/y decrease by 2.6 p.p.). The lowest turnover was observed in the group of employees aged above 50 (both women and men). Similar trends could be observed across the Agora Group.

[GRI 401-1]

Table 3.10

New employee hires and employee turnover by sex and age - AGORA

	WOMEN			MEN			TOTAL AMONG ALL
	aged <30	aged 30-50	aged >50	aged <30	aged 30-50	aged >50	
	2019						
new hires	27.3%	9.6%	0.7%	30.8%	5.1%	0.8%	9.2%
turnovers	29.8%	15.6%	8.1%	28.2%	31.2%	21.0%	21.8%
	2020						
new hires	21.7%	4.7%	0.7%	27.1%	5.3%	2.9%	6.6%
turnovers	15.2%	16.2%	14.0%	22.9%	12.3%	8.8%	14.3%

Data from HR departments of Agora Group companies

Table 3.11

New employee hires and employee turnover by sex and age - AGORA GROUP

	WOMEN			MEN			TOTAL AMONG ALL
	aged <30	aged 30-50	aged >50	aged <30	aged 30-50	aged >50	
	2019						
new hires	33.5%	10.0%	2.1%	38.6%	7.7%	2.2%	12.3%
turnovers	26.3%	15.9%	7.3%	26.1%	30.6%	20.8%	21.7%
	2020						
new hires	22.5%	5.1%	1.0%	30.1%	5.3%	3.0%	7.8%
turnovers	22.0%	16.5%	13.8%	25.3%	11.5%	12.7%	15.5%

Data from HR departments of Agora Group companies

2. TRADE UNION ORGANISATIONS AND RESPECT FOR FREEDOM OF ASSOCIATION

The Agora Group has the following institutions representing employees: works council, trade unions and the institution of an employee representative. All three institutions are invited to consultations on key labour issues.

The **works council** operates on the basis of the Act on informing and consulting employees and the agreement concluded between the council and the company's Management Board. The council election is general and its

term of office is 4 years. The works council represents the interests of employees and is a formal link between employees and the Management Board; it functions as an advisory and consultative body. The works council operates in the following companies: Agora, Agora Poligrafia and Agora Radio Group.

Until 2019, there was one trade union in the Agora Group – **Independent Self-Governing Trade Union “Solidarity”**. This union extends to the following Group companies: Agora S.A., Agora Radio Group, Doradztwo Mediowe, AMS and Goldenline. A total of 205 employees of the Group are members of the union. Since May 2020, there has existed a second trade union organisation in Agora – **Workers' Initiative Committee**, extending to Agora. A total of 26 people are members of the trade union.

As required by law, the Management Boards of companies in which trade unions operate agree legally defined decisions with representatives of the trade unions or consult them about the same. In other companies, as required by law, there is the institution of an employee representative.

3. TRAINING AND DEVELOPMENT

[GRI 404-1, 404-2]

Being aware of how important the issues related to the development of knowledge and competences are for employees, the Agora Group creates educational opportunities for its team members and provides access to various forms of training.

The improvement of qualifications applies primarily to persons employed under an employment contract, however, persons cooperating with Agora on the basis of another form of employment can also participate in selected forms of training, e.g. in-house training.

The educational programmes mainly include in-house training, external training, moderated workshops, coaching and e-learning. Employees may also be granted subsidies for language training or studies.

Apart from the usual activities, in 2020 training initiatives were also implemented to respond to pandemic challenges, including webinars for managers and two live online training courses. We write more about them in this chapter, section **6. Agora, a responsible employer in the time of pandemic**.

The activities carried out in the area of training and development in 2020 are:

IN-HOUSE TRAININGS

In-house training delivered in 2020 can be divided into 5 categories:

- ❖ managerial training (“Manager tool-kit” training),
- ❖ induction training (“Welcome to Agora”, “Navigator”),
- ❖ personal skills development training (“Dealing with stress based on mindfulness techniques”, “Assertiveness in discussions with difficult customers”, “FRIS workshop”),
- ❖ moderated workshops,
- ❖ substantive workshops carried out by business trainers.
- ❖

In-house training courses are conducted by in-house trainers from the HR team or by in-house trainers from individual businesses. Due to the pandemic, since March 2020 most of in-house training courses have been conducted in a remote online form (on-line training with a trainer). Due to the specific nature of such form of training, the duration of the training has been reduced.

The total duration of in-house training courses in 2020 was 20.5 training days and they were enjoyed by 315 participants.

Table 3.12
In-house training – number of participants in the training in 2019 and 2020

	2020	2019
Managerial training and personal skills development training	172 persons	94 persons
Induction training	51 persons	114 persons
Moderated and substantive workshops for a business	92 persons	(data not available)
Total	315 persons 20.5 training days	208 persons 25.5 training days

Data from the HR Department of Agora S.A. The data does not include GoldenLine

EXTERNAL TRAINING

In the area of external training, development and substantive training continued in 2020.

A total of 69 training sessions, moderated workshops and conferences were held at Agora, with the participation of 425 employees. The total duration of the classes was 247.5 days.

Additionally, 8 training sessions were held in the Agora Radio Group, which were attended by 183 employees of the Group. Their total duration was 11 days.

In 2020, 3 additional training panels were also organised – conferences of the sales department. 90 people were invited to each event.

COACHING

Since 2017, the Agora Group has used in-house coaching as a development tool for the company's managers. Coaches are in-house trainers from the HR department, persons educated and certified by the International Coaching Community (ICC). In 2020, coaching was carried out for 3 people in 11 sessions. The list takes into account the continuation of the 2019 processes and the processes that started and finished in 2020.

In 2020, external coaching was also carried out – 5 individual processes (22 sessions in total) and 1 on "on the job" group coaching for sales managers of Gazeta Wyborcza (5 sessions in total for a group of 17 people).

E-LEARNING

In September 2020, HCM Deck, a new e-learning platform was implemented in Agora. A large advantage of the introduced solution is the possibility to log into it from any place and from any (including mobile) device, which was particularly important during remote work. All educational materials of the organisation, including training courses and a knowledge base, have been collected on the platform, which also provides convenience of use.

The platform can be accessed by all full-time employees and permanent collaborators of Agora S.A. The platform includes induction (the so-called onboarding) training for new employees, as well as obligatory and additional courses aimed at improving competences, which can be used without restrictions.

DEVELOPMENT MEETINGS

Development meetings are usually held annually. They are an opportunity for employees and their superiors to discuss and summarise the goals achieved in the last 12 months and to jointly set new goals to be pursued by an employee as part of his/her career development.

In 2020, the process of development meetings was not launched due to the pandemic situation and its consequences, as well as the high uncertainty regarding the future. This resulted in the inability to accurately set long-term objectives for the organisation. Therefore, development meetings for the years 2019-2020 will be held in 2021.

4. OCCUPATIONAL HEALTH AND SAFETY

In Agora, we are committed to ensuring safe working conditions for all employees. Apart from complying with all legal and formal requirements, the company takes steps to prevent accidents and injuries in the workplace. We regularly conduct in-house, initial and periodic OHS training and fire safety training. Agora uses the services of an external company, which provides comprehensive OHS and fire safety services and support of an safety inspector.

Additionally, due to the specific nature of the work, an OHS management system based on the OHSAS-18001:2007 standard was implemented in the printing house. The system allows the identification and analysis of potential hazards and the assessment of related occupational risks, which are then used as a basis for the design and planning of activities and programmes to improve employee safety.

Agora regularly monitors hazards and the number of accidents (in the form of accident registers), both at the Group level and separately for each company. In 2020, the Agora Group recorded only 1 minor accident at work, which translated into accident rate¹² of 0.7 (in 2019, these figures were: 7 and 2.7, respectively).

5. WE CARE ABOUT WORK-LIFE BALANCE

[GRI 401-2]

We know how important work-life balance is. As a responsible employer, apart from remuneration, we offer our employees a varied package of benefits. They are mostly financed from the resources of the Company Social Benefits Fund.

In January 2020, we introduced new regulations for employee benefits offered by Agora and its group companies which jointly manage the Company Employee Benefits Fund (CEBF).

The Company Social Benefits Fund is created mainly from: annual basic write-off, additional write-offs from net profit to be distributed, if they are adopted by the Ordinary General Meeting of Shareholders, donations and bequests of natural and legal persons, interest on its funds, interest income from loans granted to employees for residential purposes.

The Fund resources are allocated to:

- ❖ financial assistance in the acquisition and use of apartments or residential buildings,
- ❖ material aid – in-kind or financial assistance,
- ❖ support of leisure activities,
- ❖ sport and recreation,
- ❖ cultural and educational activities,
- ❖ other social activities.

Benefits from the Social Benefits Fund may be granted to employees, pensioners and annuitants – former employees employed immediately before their retirement or annuity, as well as their families.

The amendment of the benefit regulations introduced a new benefit system and a new platform for handling related matters – NAIS. Since January 2020, all benefit-related matters have been handled by the NAIS platform, which enables applicants not only to manage their benefits (including making use of healthcare, sports, cultural and similar offers), but also to check the progress of a given case or submitted application.

Since 2020, Agora's employees have also been able to benefit from a purchasing offer thanks to the Edenred card. The cards are regularly topped-up with funds the amounts of which depend on the employees' financial situation. The broad offer includes int. al. discounts and promotional prices for cinema, concert and theatre tickets, tickets for cultural and sporting events (matches or spectacles), as well as a range of sports and recreational services, services and camps for children, SPA visits or in-store promotions.

The benefits available to employees also include the MultiSport card and access to private health care in the LUX MED Group. Employees may also benefit from attractive discounts on the Agora Group's product offer.

¹² ratio between the number of persons injured in accidents at work and the total number of employees at the end of the reporting period multiplied by 1000.

Due to the outbreak of the COVID-19 pandemic, in consultation with the Independent Self-Governing Trade Union "Solidarity", the financing of most benefits and allowances has been suspended since the second quarter of 2020. Within the limits of the available appropriations, a social assistance grant fund was set up for employees and their families who found themselves in a difficult financial situation. Targeted payments, such as child birth allowance, funeral allowance or health assistance grants, were maintained.

Table 3.13

Amounts of subsidies for individual categories disbursed from the Social Fund in 2020

Type of subsidy	Number of beneficiaries	Total amount of subsidy in PLN
health assistance grants	188	337,666
childbirth allowances	59	91,714
funeral allowances	54	166,425
subsidising of an employee's leisure activities	959	720,800
subsidising of children's leisure activities	320	14,737
Edenred/MultiSport cards (Q1-Q2 2020)	1,446	434,008
Benefit/MultiSport points	2,226	
kindergarten subsidy	251	32,999
subsidy for pensioners	185	110,120
subsidy for babysitting	10	3,413
school starter kit	451	9,450
natural disaster assistance grant	8	6,000
sport – skiing, ball, starter kits, etc. (until April 2020)		104,000
housing loans (until April 2020)	75	1,009,500
social assistance grant (from April 2020)	323	647,350
TOTAL AMOUNT OF SUBSIDY		3,688,182

6. AGORA, A RESPONSIBLE EMPLOYER IN THE TIME OF PANDEMIC

[GRI 401-2]

The year 2020 required swift action and flexible approach in all respects, also in employee-related issues. At that difficult time, for reasons of safety and health of employees, we introduced support and assistance measures (not only in the financial sphere) in the Agora Group.

FINANCIAL SUPPORT

Due to the outbreak of the pandemic, some of the resources from the Social Benefits Fund were used to create a social assistance grant fund for employees and their families who found themselves in a difficult financial situation. 323 people received support from the social assistance grant fund and the total amount of support was PLN 647,350.

PSYCHOLOGICAL SUPPORT LINE

As the situation in which we all found ourselves basically overnight was the cause of many difficult emotions resulting from forced isolation, changes in the organisation of work or fear of uncertain future for ourselves and our relatives, psychological aid and support for employees and collaborators of the Agora Group were launched in May 2020. The project was carried out in cooperation with Mental Health Center from Kraków. As part of the Support Line, each employee and collaborator of the Agora Group could benefit from a package of 5 e-consultations financed by Agora. Additionally, a special discount offer was made available to relatives and to employees who had used the free consultation package and wished to continue to use the center's services.

A total of 130 consultations (video and telephone sessions) were given to 50 people since the launch of the project until the end of December 2020.

DEDICATED WEBINARS AND TRAININGS

As part of cooperation with Mental Health Center, we also organised a series of 6 webinars devoted to the subject of the new reality we all faced and the need to live in a lockout. The issues addressed during the initiatives included int. al.: dealing with stress and isolation; anxiety, stress and uncertainty related to the pandemic; remote work - efficiency, threats; co-functioning of remotely working adults and remotely learning children. The meetings were conducted by Małgorzata Wypych, PhD, a psychologist and specialist from Mental Health. 532 employees took part in the meetings.

In order to support employees in the new reality related to working conditions, Agora also organised a webinar on effective remote work. The project was carried out in cooperation with an external company Gamma Project. 83 managers took part in the webinar.

In addition, two new in-house training courses in the live online formula were introduced:

- ❖ dealing with stress based on mindfulness techniques (121 employees took part in it),
- ❖ assertiveness in discussions with difficult customers, 30 employees took part in it.

SAFE WORKING CONDITIONS

As the shift to remote work, as in all companies, took place without any specific legal regulations in this regard, the Agora Group developed internal "Principles of remote work" and "Rules of occupational health and safety during remote work". The documents regulate the issues such as int. al.: time and place of remote work, duties, use of equipment, protection of confidential information, safety of the workstation during remote work.

The dedicated actions implemented in connection with the COVID-19 pandemic also included:

- ❖ conduct and co-financing of coronavirus tests for employees and collaborators of the Agora Group;
- ❖ ensuring influenza vaccination for persons in the risk group;
- ❖ organisation of a chat on the coronavirus with experts from the LUX MED Group;
- ❖ provision of protective equipment for field workers;
- ❖ provision of disinfection and temperature measurement equipment at the workplace;
- ❖ rental of laptops for employees' children for remote learning purposes;
- ❖ development of new communication channels providing information about the company's operation and support for employees.

7. WE OPERATE ETHICALLY AND WE ARE DEVELOPING THE COMPLIANCE SYSTEM

In the Agora Group, we are committed to the highest ethical standards and stress the importance of acting in accordance with applicable laws, internal regulations and external codes with which we are required to comply. Therefore, we have been consistently developing the compliance system since 2018.

Currently, the compliance system consists of the following elements:

- ❖ **internal regulations**, in particular the "Agora Code of Ethics",
- ❖ **the compliance officer** and the compliance team,
- ❖ **periodic assessment** of a compliance risk, as well assessment and update of the implemented compliance system,
- ❖ **a whistleblowing system**,

- ❖ **Compliance Risk Charter**, i.e. monitoring of compliance of activities in key business areas,
- ❖ **training and communication.**

[GRI 102-16]

CODE OF ETHICS

The “Agora Code of Ethics” is an internal document addressed to all employees and collaborators of the Company. It indicates what attitudes and rules of conduct are expected at Agora and what are deemed by the company as inappropriate or unacceptable. This condensed set of guidelines and values is an expression of a responsible and transparent approach in the following seven areas, which are also titles of the “Code of Ethics” chapters:

- ❖ **DIVERSITY IN THE WORKPLACE** – describes the main workplace principles: cooperation, equal treatment of all employees and collaborators as well as mutual respect,
- ❖ **FAIR EXTERNAL RELATIONS** – specifies what constitutes fair external relations and high ethical standards in dealing with clients, suppliers and contractors,
- ❖ **RELATIONSHIPS TRANSPARENCY** – covers transparency in the workplace, including in relations with business partners, suppliers and contractors, as well as employment in Agora in the context of other professional and political activities,
- ❖ **COMPLIANCE AND ANTI-CORRUPTION** – indicates methods for preventing fraud and corruption in the company,
- ❖ **COMMITMENT TO THE REPUTATION OF AGORA** – outlines the principles of communication and presentation of information about the company and proper commitment to its reputation,
- ❖ **INFORMATION SECURITY** – outlines the handling of confidential information, trade secrets and personal data protection.

The “Agora Code of Ethics” applies to all employees, collaborators and officers of Agora S.A., regardless of their role or position held in the company.

The document contains in particular:

- ❖ the principles to be followed by employees and collaborators in their relations with all of the company's stakeholders,
- ❖ a list of key documents governing specific issues in detail,
- ❖ a whistleblowing scheme in force in Agora,
- ❖ contact information of persons who can help with ethics-related issues,
- ❖ prompts and a glossary of terms.

Training on the “Agora Code of Ethics” is available on Agora’s internal training platform and is mandatory for all employees.

The Management Board of Agora S.A. recommended that all companies in the Agora Group adopt the “Code of Ethics”.

[GRI 205-2]

PREVENTING CORRUPTION AND FRAUD

In 2020, the Management Board of Agora adopted the “Policy for receiving and giving gifts and other benefits at Agora S.A.”. That document specifies in particular:

- ❖ what gifts and other benefits are,
- ❖ the rules for receiving and giving gifts and other benefits,

- ❖ the obligation for the company's employees and collaborators to document gifts and other benefits and the amount thresholds subject to reporting.

The "Policy for receiving and giving gifts and other benefits at Agora S.A." is closely related to the "Agora Code of Ethics" and applies to all employees and collaborators of Agora S.A.

A report on the implementation of the Policy is submitted to the company's Management Board on an annual basis.

ANTI-MONEY LAUNDERING AND COUNTERACTING TERRORIST FINANCING

In 2019, the Management Board of Agora adopted the "Procedure for counteracting money laundering and terrorist financing at Agora S.A.", which aims at defining the rules and procedures for counteracting money laundering and terrorist financing. In this way, Agora fulfils its obligations arising from the law.

The procedure applies to all persons participating in the activities related to the provision of services involving the maintenance of accounting books for customers. The use of the procedure is mandatory and applies to relationships with all customers. Each employee and collaborator needs to be familiar with this procedure.

JOURNALISTIC ETHICS

Due to Agora's scope of activity and its longstanding traditions, journalistic ethics and media ethics are of particular importance to the company. Freedom of expression, independence and reliability are the principles that have been guiding Agora's editors in their day-to-day work for years. Any content created in Agora's media is based on a fair and true message. Reliable sources and operational transparency are crucial.

Internal codes of the Agora Group, primarily those concerning journalistic professions ("Journalism Code" and "Journalist's Code"), are in force in this area. They set the directions and guidelines for the work of journalists and publishers employed in the Agora Group's media. Agora S.A. also implemented internal regulations concerning the publication of advertisements and announcements.

EXTERNAL INDUSTRY CODES

The Agora Group also complies with industry self-regulations related to media and advertising activities. These are in particular:

- ❖ "Code of good practices of press publishers", i.e. a set of standards in the form of an internal self-checking act of the publishers' community associated in the Polish Chamber of Press Publisher, as well as other publishers who will join it in subsequent years.
- ❖ "Code of ethics for advertising", which is a generally applicable standard of marketing communication in Poland. It forms a set of principles to be followed by entrepreneurs, in particular advertisers and other legal and natural persons and organisational units without legal personality engaged in advertising activities.

The Agora Group makes every effort to ensure that the above principles are implemented as expected by the stakeholders. It makes sure that advertisements broadcast by the Group's media are compliant with applicable laws and good practices. Also, advertisements of products/industries that are questionable or associated with increased risk are additionally accepted by lawyers.

[GRI 205-3, 406-1]

WHISTLEBLOWING SYSTEM

Agora has a whistleblowing system in place. Its implementation is an expression of the company's commitment to promoting a culture supporting behaviour that is ethical, consistent with laws, internal procedures and regulations, as well as external codes adopted by the company. The aim of the system is to provide secure channels for reporting unethical activities or practices that are contrary to applicable laws or the company's rules that have been observed by employees. It also provides support in the case of questions or concerns that may arise.

The following whistleblowing channels are available:

- ❖ **internal** – with confidentiality maintained (contact with the compliance officer or the anti-discrimination and anti-mobbing representative),
- ❖ **external** – with confidentiality and anonymity maintained (contact via Linia Etyki).

Every notification, question or suggestion submitted to Linia Etyki is forwarded to substantive advisors, who keep in touch with the whistleblower. Linia Etyki also supports Agora in resolving cases.

In 2020, a total of 5 notifications were received within the framework of Linia Etyki. Some of them required investigation of the case and examination of the notification in terms of possible irregularities, while others were questions that were answered. At the same time, the notifications and questions were forwarded directly to Agora's compliance officer and the anti-discrimination and anti-mobbing representative. None of the notifications concerned violations of anti-discrimination or anti-corruption regulations.

Chapter IV

Our responsibility to the market environment

1. WE ACT RESPONSIBLY AND ETHICALLY IN RELATIONS WITH THE MARKET ENVIRONMENT

Our ethical and responsible attitude is manifested not only in internal relations, but it is also a standard in our relations with the market environment, including in particular customers, suppliers of goods and services, business partners, shareholders and capital market participants.

Key areas of the Agora Group social impact based on the UN Sustainable Development Goals:



LIABILITY TOWARDS CUSTOMERS

Customers are one of the main stakeholder groups of the Agora Group. In our day-to-day business activities, we aim to provide them with the highest-quality products and services, while ensuring their safety and accessibility, particularly with regard to vulnerable groups and groups at risk of exclusion. We take full responsibility for our products and services. The Agora Group companies make available the regulations specifying the terms and conditions of using their products and services, including those concerning purchase, return and complaints. Customers also have the ability to contact companies through designated channels that provide support to users.

The main principles that we follow in relations with our customers result directly from the “**Agora Code of Ethics**”, and include the following:

- ❖ compliance with high ethical standards,
- ❖ responsibility for the products and services offered, and for their quality,
- ❖ transparent and comprehensible rules for the use of products and services,
- ❖ transparent marketing communication.

In the case of relations with customers, the “Code of Ethics” is supplemented by the “**Code of Good Practices in Customer Service**”, which was introduced in order to improve contacts between employees of the Agora Group and customers, readers and users. At the same time, it aims to ensure the consistency and effectiveness of the actions being taken.

SUPPLY CHAIN AND SUPPLIER RELATIONS

Carrying out activities, which are as diverse and extensive as in the case of the Agora Group, requires daily cooperation with multiple suppliers and counterparties. Suppliers are being selected in accordance with the procurement process, which we build in a transparent manner, in accordance with the law and internal procedures. The performance of contracts is based on substantive criteria and clear rules.

We conduct our business responsibly and ethically and expect the same from our suppliers and business partners, particularly with regard to respect for human rights, tolerance, respect for diversity, honesty and compliance with applicable law as well as anti-corruption. Therefore, a “**Set of rules of conduct for suppliers and subcontractors of Agora**” was developed, which collects the most important rules of cooperation for suppliers and subcontractors. At the same time, Agora's subcontractors were obliged to acquaint themselves with the principles set out therein and to comply therewith.

TRANSPARENCY TOWARDS SHAREHOLDERS

Transparency towards shareholders is understood as transparency, openness and equal access to information. Agora, as a public company, is required to inform the market of any event concerning Agora or its capital group companies which may influence the investment decisions of the existing and potential shareholders. Our priority is to ensure that all interested parties have easy and non-discriminatory access to information through a variety of communication channels.

The main communication channel is the [Agora.pl](https://www.agora.pl) corporate website, where all information required by the law and other materials which familiarise the stakeholders with the Agora Group's business profile, are published on an ongoing basis. Additional tools supporting ongoing access to information are: a mobile version of the investor relations service and the Agora press office, as well as [Twitter](#) and [LinkedIn](#) accounts.

Regular meetings are also held for shareholders, investors and representatives of the media, during which the financial results achieved by the Agora Group in a given quarter are presented. The form of such meetings provides for the possibility to ask questions to the Management Board of Agora. Due to the limitations related to the pandemic in 2020, these meetings were held only remotely.

Apart from the quarterly meetings devoted to the presentation of the financial results, ordinary and extraordinary General Meetings of Shareholders are being held in a similar form, and the market is being informed in advance to enable shareholders to prepare for such meetings.

For its activities in the area of communication with the market in 2020, Agora was awarded for the third time in the competition organised by the Polish Association of Listed Companies. It won the category of "Best IR Service" among medium-sized companies (belonging to the SWIG80 index).

PERSONAL DATA PROTECTION

While respecting our individual customers' right to privacy and bearing in mind the high sensitivity of these issues, we in the Agora Group pay special attention to matters related to the protection of personal data. The organisation respects the generally applicable laws and observes the principles set out in Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC – General Data Protection Regulation (hereinafter referred to as GDPR).

The Agora Group companies instilled a number of procedures and processes to ensure compliance with the GDPR provisions, in particular those concerning the rules on the processing and protection of personal data. The aspect of personal data protection is also taken into account in the process of submitting new business initiatives and in the process of selecting suppliers.

The Agora Group conducts regular training on personal data protection, in particular on the following subject areas: processing of data of employees and job candidates, ICT security, carrying out balancing tests, risk assessment and data protection impact assessment, cooperating with and verifying contractors, carrying out marketing activities, concluding entrustment agreements, fulfilling information obligations and constructing consent clauses, identifying and assessing breaches, agreements on joint controlling, transfers of personal data.

The Group also pursues activities aimed at raising employee awareness of personal data protection issues, including whistleblowing, notification of new business projects or rules on remote work.

Supervision over all issues related to the protection of personal data, in particular compliance with the GDPR provisions and internal regulations, is being carried out by the Data Protection Officer appointed in the following companies: Agora S.A., Agora TC Sp. z o.o., Doradztwo Mediowe Sp. z o.o., GoldenLine Sp. z o.o., Grupa Radiowa Agory Sp. z o.o., IM40 Sp. z o.o., Inforadio Sp. z o.o., NEXT FILM Sp. z o.o., Next Script Sp. z o.o., HRlink Sp. z o.o. and Yeldbird Sp. z o.o.

[GRI 418-1]

Investigations conducted by the supervisory authorities, penalties and sanctions:

In 2020, the Agora Group did not report any incidents of leakage, theft or loss of personal data, and no financial penalties were imposed for the violation of personal data protection regulations. There was one reprimand (referred to Agora company) and one complaint from the President of the Personal Data Protection Office, to

which the company (it referred to Domiporta Sp. z o.o.) responded within the prescribed time limit and the case is currently pending.

Apart from the correspondence concerning the above-mentioned cases, the President of the Personal Data Protection Office does not conduct any proceedings against the Agora Group companies.

In 2020, Agora submitted one complaint to the Provincial Administrative Court against the decision of the President of the Personal Data Protection Office which ordered the company to make personal data of users of the Gazeta.pl portal available to entities other than the authorised state authorities.

FAIR COMPETITION

The Agora Group, through its companies and brands, operates on the advertising, press, cinema, film, Internet, radio and catering markets. We regularly monitor data and information about our market environment and competition. When dealing with competitors, we are committed to transparency, integrity and compliance with the applicable laws.

Preventing any breaches of fair competition, monopolistic practices and other unfair market practices is one of our key principles included in the "Agora Code of Ethics".

Investigations conducted by the supervisory authorities, penalties and sanctions:

In 2020, the President of the Office of Competition and Consumer Protection (UOKiK) initiated an investigation procedure under Article 48 of the Act on Competition and Consumer Protection in order to preliminarily determine whether the actions of AMS and *Ströer Polska* on the outdoor advertising market could lead to a breach of the provisions on competition and consumer protection. The investigation procedure initiated by the Office of Competition and Consumer Protection (UOKiK) in 2019 aimed at determining Agora's obligation to notify to UOKiK the intention to acquire a minority stake of 40% in Eurozet Sp. z o.o. was also continued. The President of UOKiK has not yet found any violations of the Act in the actions of Agora; however, the investigation procedure has not yet been formally completed by the end of 2020.

No financial penalties were imposed on any of the Agora Group companies for violating the provisions on competition and consumer protection.

2. WE ACT RESPONSIBLY TOWARDS THE SOCIETY

Each year, the Agora Group's media and brands are actively involved in social campaigns and initiate a number of activities, campaigns and other projects that involve local communities and raise important social problems. The social actions taken by us are regulated by the "**Agora Group's Policy on social and sponsorship activities**" adopted by the company's Management Board in 2016 after taking into account the expectations of the stakeholders. The objectives set out in the document refer to the **United Nations Sustainable Development Goals (Agenda 2030)** and meet the **ISO 26000** social responsibility standard. The objectives set out in the document are: **education; personal and social development; shaping civic attitudes and care for human rights; promotion of culture and universal access to it; promotion of health and healthy lifestyle; care for the natural environment; social concern for others as expressed in charity and aid campaigns.** Agora Group's social and sponsoring activities reflect its **care for the welfare of regions** where the Group operates in order to make them suitable places for living, working and implementing own plans. The wording of the document is available on the following website: [Agora.pl/polityka-dzialan-spoeczno-sponsoringowych-w-grupie-agma](https://agora.pl/polityka-dzialan-spoeczno-sponsoringowych-w-grupie-agma).

3. SOCIAL RESPONSIBILITY OF THE AGORA GROUP IN 2020

In 2020, as part of their **social activities**, the companies and media of the Agora Group primarily took initiatives to fight the COVID-19 pandemic in Poland.

Simultaneously, long-term activities have continued under the social, educational, cultural and charity pillars, while at the same time new projects were being launched to fight against social exclusion, support local communities, protect health, and care for natural environment.

Examples of projects implemented in 2020 in these areas are presented below. *To learn more about each of them, click on the selected title.*

Details of all social activities taken in 2020 by the Agora Group can be found at [Agora.pl/responsible-business](https://agora.pl/responsible-business).

SUPPORT DURING THE COVID-19 PANDEMIC

In 2020, the editors of *Gazeta Wyborcza* and *Wysokie Obcasy* have been actively involved in the aid and information campaigns related to coronavirus, among others by supporting local entrepreneurs, such as the **"Solidarni 2020. Prześlij trochę wsparcia"** (**"Solidarity 2020. Send Some Support"**) which the editorial board of the daily launched with the Booksy app; cooperation with **renown law firms to help their readers** who had doubts about how to interpret the regulations related to government anti-crisis assistance. In addition, it was important to provide accurate information on the pandemic and various aspects of everyday life, health and work, which have changed as a result of the lockdown. To this end, inter alia, **"Codzienny Poradnik Antywirusowy"** (**"Daily Antiviral Guide"**) and **"Codzienny Poradnik Antykryzysowy - Praca, Zdrowie, Pieniądże"** (**"Daily Anti-Crisis Guide - Work, Health, Money"**), i.e. special cycles which appeared everyday in the paper and digital editions of *Gazeta Wyborcza* were created.

Also *Gazeta.pl* got engaged in aid activities with the initiation of a campaign, launched just after the outbreak of the coronavirus pandemic in Poland, called **#ZałożMaske** (**Put on your mask**), which encouraged everybody to cover nose and mouth, and included, i.a., **articles of the editors board of Zdrowie.Gazeta.pl**. Additionally, in April 2020, the portal team collected funds for the purchase of a ventilator for a hospital in Sucha Beskidzka under the slogan **#KupujemyRespirator** (**We are buying a respirator**) – the amount of almost 145,000 zlotys (by 15,000 more than the fund-raising campaign planned) was collected as part of the campaign. Since the outbreak of the pandemic, the *Gazeta.pl* team has also launched other campaigns for its readers, including a series of articles **#Bizneswalczy** (**Business fights**) of the *Next.Gazeta.pl* portal, which mentioned the problems of entrepreneurs and their ideas to fight the economic crisis caused by the lockdown.

Faced with the pandemic and in view of its serious impact on many areas of life, AMS has committed itself to numerous social campaigns. These included, i.a., creating offers to support businesses and entrepreneurs, and building a community during the fight against the effects of the COVID-19 pandemic. One of them was the **#AMSpółsiadku** (**AMS next door**) initiative, aimed at local entrepreneurs, to encourage them to take advantage of the company's dedicated offer and to help them promote their products and services during the pandemic. In these difficult times, also the cultural sector was targeted with a campaign from AMS called **#AMSwspieraKulturę** (**AMS supports culture**), thanks to which cultural institutions, such as theatres, museums, cinemas, publishing houses or opera, could benefit from promotional terms of cooperation. A similar offer was made to public benefit organisations as part of the initiative **#AMSwartoPomagać** (**AMS It is worth to help**). During the pandemic, AMS has also supported the inhabitants of the towns with campaigns, such as **"Jeśli widzisz ten plakat, to znaczy, że nie mogłeś zostać w domu"** (**"If you see this poster, it means you could not stay at home"**) which reminded of the most important rules of conduct during the pandemic, or **#SendingLove** which was displayed on DOOH media all over the world and contained a positive message in these difficult times. An important project was also the social campaign prepared for medical workers – **"Dziękujemy #sluzbazdrowia"** (**"Thank you healthcare service"**).

During the lockdown, the radio stations of the **Agora Radio Group** organised a number of support campaigns for seniors and medical workers, such as e.g. **"Zakupowe Pogotowie"** (**"Shopping Rescue"**) of *Radio Pogoda*, media support of *Rock Radio* for the **campaign #pomagamyszpitalom!** (**We help hospitals**) and cash collection for meals for medical personnel. All music radio stations of *Agora Radio Group* also encouraged listeners to stay at home for their own safety and for the safety of their loved ones in the campaign entitled **#KochamNieOdwiedzam** (**I love therefore I don't visit**).

Since the beginning of the coronavirus pandemic in Poland *Radio TOK FM* has broadcast **special programs and podcasts** to provide the audience with accurate and verified information about the current situation in Poland and worldwide. In addition, in June the radio station organised a plebiscite **called "Dobro wraca z TOK FM"** (**"The Good Comes Back with TOK FM"**), in which they distinguished people supporting others during the fight against the coronavirus – healthcare workers, but also others demonstrating an altruistic attitude towards people.

Another example of action taken for the benefit of people affected by the COVID-19 pandemic is the exceptional charity campaign of Agora and its media brands called **Nadzieja (Hope)**. As part of this initiative, Agora's Publishing House issued a book with the same title in cooperation with 40 outstanding Polish writers, including Olga Tokarczyk, Wiesław Myśliwski and Mariusz Szczygieł. All the persons involved in the project, from authors, through editors, proofreaders, graphic artists, cover creators to printers, worked for charity. All income from the sale of the book, i.e. **PLN 1,570,000** the organisers allocated to help **58 social welfare centres** and hospices for seniors and people with intellectual disabilities who, especially during the pandemic, did not receive sufficient support from the state (the whole list of centres with detailed information on the allocated donations is in this **brochure**). The initiative was supported by the media and brands from the Agora Group, which, among others, announced the **22nd May as the "Dzień Nadziei" ("Hope Day")**, and on that day changed the colours of their logotypes to green. In July 2020, Natalia Kukulska, Igor Herbut, Małgorzata Ostrowska and other music artists, in order to expand the circle of supporters and referring to the famous song "Over the Rainbow", created a hymn of the campaign – **"Nadzieja All Stars – Ponad tęczę" ("All Stars Hope – Over the Rainbow")**. Krzysztof Herdzin arranged the song and Jacek Cygan wrote the Polish version of the lyrics. The supermarket chain Biedronka, where it was possible to buy the book entitled *Nadzieja* in July, joined the group of donors supporting the charity campaign. The chain donated more than PLN 1 million to support the seniors. The campaign continues in 2021.

Another initiative influenced, among others, by the pandemic, was the **"Deklaracja Gazety.pl na nowe czasy" ("Declaration of Gazeta.pl for the New Times")**. *Gazeta.pl*, as the first medium in Poland, in view of the worsening health, economic, political and climate crises in 2020, published a **declaration** committing to support its readers with access to reliable information obtained at source and to address questions directly to experts: doctors, economists and other professionals who cooperate with the portal. On 1 January 2021, a **"Deklaracja redakcyjna Gazeta.pl 2021" ("Editorial Declaration of Gazeta.pl 2021")** was published, in which the editorial team undertook to focus particularly on the protection of women's rights and the fight against social inequalities, and to promote protection of natural environment in the coming year.

EDUCATIONAL PROJECTS

The pandemic also affected the **educational activities** organised by Agora, both for children and adolescents, and for adults. One of the examples of projects in this area is the **educational platform**, which, after closing of education institutions following the outbreak of the coronavirus pandemic, was launched for secondary school students and teachers by the editorial office of *Gazeta Wyborcza* and *Wyborcza.pl*. It contains interesting texts and videos in history, physics, biology and chemistry, as well as materials for secondary school students taking the final examinations and for eight-graders preparing for their finals. Another example is **"Matematyka się liczy" ("Math Counts") Festival**, which *Gazeta Wyborcza* organised in 2020 for the 7th time, together with the mBank Foundation. – Because of the coronavirus, the last edition was held for the first time in its history only in a remote format. The annual objective of the initiative is to demonstrate how important mathematics is in our lives, and to prove that the way in which the "queen of science" is spoken of and taught is the basis for success.

In 2020, there was also a special edition of the programme promoting knowledge and initiatives for the development of new technologies entitled **"Jutronauci" ("Tomorrow-nauts")**. The project was created in 2017 thanks to the cooperation between *Gazeta Wyborcza* and Sebastian Kulczyk. Its 4th edition – **"Jutronauci 2020: świat po pandemii" ("Tomorrow-nauts 2020: The World After the Pandemic")** was entirely devoted to reflecting on the consequences of changes the humanity must face after the end of the COVID-19 pandemic.

VIRTUAL MEETINGS AND CULTURAL EVENTS

Also as part of their cultural activities, Agora Group companies and brands supported and initiated aid projects in 2020 in response to the coronavirus crisis. To this end, among others, from March to May 2020, Agora's Publishing House, in cooperation with *Gazeta.pl* and *Wyborcza.pl*, conducted a series of cultural events on social media under the slogan **#Kulturalnastrefa (Cultural zone)**, which involved organising concerts and meetings with artists who, due to the pandemic, had to suspend their activities.

And although in 2020 the pandemic did not favour cultural events, as every year the Agora Group's media continued to promote culture and to talk about socially important issues. They also organised exceptional competitions and awarded prizes. **Radio TOK FM**, with the **Anna Laszuk Award**, once again distinguished

courageous, unconventional actions which in the past year had a significant impact on public awareness or changed the Polish reality. *Gazeta Wyborcza* co-organised once again the Ryszard Kapuściński Award for Literary Reportage, as well as the literary NIKE Award. Additionally, in 2020, the 3rd edition of the Krzysztof Miller photographic competition for the courage of seeing, which has been organised by *Agencja Gazeta* and *Gazeta Wyborcza* since 2018. AMS, as part of the promotion of social and cultural activities in 2020, for the 21st time organised a competition of the AMS Poster Gallery, whose slogan was: "Jedenaste: Nie produkuj śmieci" ("Eleventh: You shall not produce garbage"). It was aimed at raising public awareness of the negative impact of humans on the natural environment.

ACTIONS TO FIGHT AGAINST DISCRIMINATION AND VIOLATION OF HUMAN RIGHTS

An important issue for Agora's media is fighting against **social inequalities**, as evidenced by numerous projects in this area. In 2020, a series "Rodzina+" ("Family+") dedicated to Polish LGBT+ families was created, which presented stories of persons deprived of the same rights as others because of their different sexual orientation. *Gazeta.pl* also prepared a documentary "Jak pisać o osobach LGBT+. Poradnik dla mediów" ("How to Write About LGBT+ persons. Guide for Journalists") on how to write and speak in order not to exclude and discriminate against LGBT+ people.

Agora's media engage readers and listeners in the joint fight for equality and human rights, by inviting them to specific projects. After the outbreak of nationwide protests caused by the ruling of the Constitutional Tribunal on tightening the abortion law at the end of October 2020, Agora's media initiated aid campaigns, expressing solidarity with the organisers and participants of the demonstrations. *Gazeta Wyborcza* and *Wysokie Obcasy* as part of a special campaign consisting in the sale of digital subscriptions have collected PLN 674,000 to support the Polish Women's Strike. The accumulated funds were allocated to help people being persecuted for participating in the protests. *Radio TOK FM* also encouraged its listeners to support the fight for women's rights by purchasing a TOK FM Premium subscription, the whole revenue for which was transferred to the Women's Rights Centre. The radio station reported events happening all over the country and invited listeners to discuss the problem on the air. In addition, as a gesture of support, the *Gazeta.pl* portal, *Radio TOK FM*, *Wyborcza.pl* and *Wysokieobcasy.pl* added to their logotypes the symbol of the strike – a red lightning.

Another gesture of solidarity was present in the Agora's media in August 2020, when *Gazeta Wyborcza* and *Wyborcza.pl* and *Wysokieobcasy.pl* replaced their logos with the white-red-white flag, which is a common symbol of the protests following the last rigged presidential elections in Belarus. **Similar actions were taken by the editorial office of *Gazeta.pl***, by adding the phrase "Żywie Białaruś!" ("Long Live Belarus!") to the logotype and joining forces with Outriders reporter collective as part of the "Białoruskie Domino" ("Belarusian Domino") project.

As a sign of support for another important social issue, *Gazeta Wyborcza* also changed its logo in September – the Childhood Cancer Awareness Month. It engaged in the "Złota wstążka" ("Gold Ribbon") campaign aimed at raising awareness of child oncology and supporting the effective treatment of sick children. During the campaign, *Wyborcza.pl*, *Gazeta Wyborcza*, *Wysokie Obcasy* and *Wysokie Obcasy Extra* published texts on the challenges oncology must face and on helping children with cancer. *Radio TOK FM* was another patron of the campaign.

ACTIVATION OF LOCAL COMMUNITIES

As part of their social activities, the Agora's media took a number of measures in 2020 to promote diversity in society. Some projects concerned sustainable cities and the lives of their inhabitants, as well as work and health protection in various regions of Poland.

One of such initiatives was the "Supermiasta" ("Supercities") plebiscite, organised on the occasion of the 30th anniversary of the first municipal election in the history of the Third Polish Republic. The readers and Internet users cast more than 39,000 votes in the plebiscite, indicating the greatest successes of their towns since 1990. An important part of the campaign included also publications dedicated to urban development and special magazines prepared by the editorial team, such as an edition issued at the end of September, the main subject of which was towns during the pandemic – how local governments and residents deal with the challenges of the recent months. In autumn *Gazeta Wyborcza* also invited Internet users to the launch of a new online

programme "Supermiasta TV" ("Supercities TV"), in which local government heads and journalists discussed live on the future of the development strategy for the coming years.

Another example of Agora's involvement is the **"Pod dobrą opieką" ("Under Good Care")** which *Gazeta Wyborcza* created together mainly with the Main Chamber of Nurses and Midwives. It was a response to the challenges faced by healthcare staff, which, among others, lacks nurses and midwives in hospitals across Poland. The aim of the initiative was to discuss and attempt to find ways to change the public perception of the profession of a nurse and a midwife, promote these professions, improve the working conditions of midwives and nurses, and improve their relations with physicians and patients. As part of the campaign launched in 2020, *Gazeta Wyborcza*, *Wysokie Obcasy* and *Wyborcza.pl* published articles and interviews with Polish representatives of the healthcare departments, Marshal's offices and medical universities, as well as the directors of hospitals, chairmen of the Regional Chamber of Nurses and Midwives, nurses and midwives and independent experts.

SOCIALLY RESPONSIBLE BUSINESS

The Agora Group's social activities are largely driven by the involvement of readers and recipients, employees and local communities in projects directly supporting social organisations and the promotion of philanthropy and charity. The products offered by the Group also include those whose social purpose is related to problems, issues and topics important to society.

Apart from the already mentioned initiatives of *Gazeta Wyborcza*, *Wysokie Obcasy* and TOK FM Radio, consisting in supporting the fight for women's rights by purchasing paper and on-line subscriptions, Agora's media also organised occasional collections for the benefit of people in need. One of the examples is, inter alia, the collection entitled **"Pomóżmy wspólnie Bejrutowi!" ("Let's Help Beirut Together!")**, which *Gazeta.pl* initiated after the August explosion in Lebanon. Thanks to the support of Internet users, the portal managed to collect 100,000 zlotys and transfer it to the Polish Center for International Aid which helped the victims.

Since 1998, Agora has been publishing information about social campaigns, appeals and charity announcements about supporting sick children and about missing persons free of charge in its media. In 2020, *Gazeta Wyborcza* and its supplements published 170 materials supporting the objectives of 21 NGOs and assistance centres. Since 2015, *Gazeta.pl* has been publishing appeals to support collections for the benefit of sick children every year – there have been 52 of them in 2020.

Agora Radio Group offers similar support by providing free-of-charge information on social campaigns and charity collections in all of its radio stations – Radio Pogoda, Radio Żłote Przeboje, Rock Radio and Radio TOK FM. Thus, in 2020, it managed to support 21 organisations and offer them air time with the pricelist value of more than 18.5 million [zlotys] net.

Companies of the Agora Group also seek solutions aimed at providing access to their products and services by the largest possible number of customers, in particular by sensitive and excluded groups. For this purpose, in March 2020, a new section at **Wyborcza.pl** was launched with a slogan **News from Poland** which is aimed at foreigners staying in Poland and at persons not speaking Polish who are interested in events happening in our country. Here they will find guidance material on, among other things, safety rules during the coronavirus pandemic, as well as articles dedicated to the current events in Poland – all in English.

SOCIAL ORGANISATIONS IN THE AGORA GROUP

Agora is committed to promoting, inter alia, education, culture, art, journalism and the media, as well as equality between women and men. A large part of these activities is carried out by foundations created by the Management Board of Agora S.A. and by other companies of the Agora Group. Our employees also sit on the councils and boards of other philanthropic organisations. Below we are briefly presenting the key ones.

AGORA FOUNDATION

The **Agora Foundation** was founded in October 2004. Since 2005, it has been a public benefit organisation. In the recent years, the Agora Foundation has been focusing on co-organising and financing social campaigns with *Gazeta Wyborcza* and engaging in charity activities.

The activities of the Agora Foundation, which are often supported by Agora's media, including *Gazeta Wyborcza*, date back a long time ago. The breakthrough campaign **"Rodzić po ludzku"** ("Childbirth with Dignity"), **"Leczyć po ludzku"** ("Treatment with Dignity") and **"Narkopolacy"** ("Narco-Poles"), or **"Pomóż swoim rodzicom"** ("Help Your Parents"), which supports the development of elderly care volunteering, are activities that have been carried out thanks to collections of 1% of tax. In 2020, among other things, the project **"Różni ludzie, jeden świat"** ("Different People, One World") was implemented to support people with disabilities in their professional development. Detailed information on the Agora Foundation's activities are available at: [Fundacjagory.pl](https://fundacjagory.pl)

INTEGRATION ACADEMY FOUNDATION. WORK. EDUCATION. SPORT.

"Integration Academy Foundation. Work. Education. Sport." was created by AMS S.A. in 2013 and is a continuation of the "AMS for Integration" project. The Foundation deals with broadly understood problems and issues relating to the life, activity and social role of people with disabilities, with a particular focus on work, education and sport. The Foundation's originators and employees are fencers on wheelchairs, outstanding athletes, Paralympians, multiple World and European Championship medalists, who, together with other AMS employees, implement the Foundation's ideas on a voluntary basis. In 2020, the Foundation implemented a number of its own actions and those executed in cooperation with private and public entities. For information on the Foundation's current projects, please visit: [Akademiiintegracji.pl](https://akademiiintegracji.pl)

GAZETA WYBORCZA FOUNDATION

The **Gazeta Wyborcza Foundation** was created by Agora in 2018. Similarly as The New York Times Company and The Guardian Media Group, the publisher of *Gazeta Wyborcza* has created a non-profit organisation to develop valuable media projects and pursue important societal objectives.

The Foundation's objectives are, inter alia, to contribute to the emergence of new, independent and ambitious journalistic materials on key social and political issues, such as investigative reports, environmental reports and international journalistic projects. The Foundation's current projects can be found at: [Fundacjagazetywyborczej.pl](https://fundacjagazetywyborczej.pl)

WYSOKIE OBCASY FOUNDATION

Also in 2018, Agora, together with the "Wysokie Obcasy" brand, created the **"Wysokie Obcasy" Foundation**. Its aim is to support independent and reliable journalism and to fight social inequality and discrimination, or to protect and promote women's rights. More information about the Foundation's activities can be found at: [Fundacjawysokichobcasow.pl](https://fundacjawysokichobcasow.pl)

FOUNDATION FOR UNIVERSAL READING

Foundation for Universal Reading was created in 2018 by the founders, including Agora as well as Agora Publishing House, institutions related to the world of books and individuals operating within its structures. The alarming results of the research on the readership level in Poland were the impetus for joint action; that is why the Foundation's goal is to promote reading – especially among children and their parents. Małgorzata Skowrońska, publishing director at Agora's Publishing House, is one of the members of the Foundation Board. The Foundation's projects implemented in 2020 can be found on the Foundation's website: [Fpc.org.pl](https://fpc.org.pl)

Chapter V

Our responsibility towards environment

In the Agora Group, in line with the idea of sustainable development and adopted strategic lines of responsibility, we have been developing **environmental** actions for many years. These are both our internal campaigns for energy saving, waste segregation and change of everyday habits to greener ones, but also investing in buildings we manage and promoting and initiating pro-environmental media projects.

Taking into account the specific nature of the business and the industry, Agora has defined the core areas of direct impact. They include: **energy consumption, water and sewage consumption, material consumption, waste and secondary raw materials management, consumption and production, and public awareness of climate change and ecological focus.**

Key areas of environmental impact of the Agora Group based on the UN Sustainable Development Goals:



1. AGORA'S ENVIRONMENTAL POLICY AND ACTIONS AIMED AT CLIMATE NEUTRALITY

According to scientists, it is certain that in the coming years, it will become increasingly visible how serious climate change is. The effects of climate change in Poland, as set out in the **2030 National Environmental Policy**¹³, which is a document that focuses on the next decade, are largely negative. For example, these include droughts causing a decrease in yields, interruptions or shortages in water supply, extreme weather events, such as strong winds, sudden storms causing flooding and heat waves adversely affecting human organisms. In order to protect ourselves from the consequences of a climate catastrophe, we, as mankind, must limit global warming to less than 2°C and seek to maintain it at a level of 1.5°C. Therefore, every person and every company must strive to achieve climate neutrality by cutting carbon dioxide emissions, including through investments in renewable energy sources or sustainable production and consumption. That is why, when looking at the future of our company, we are already moving towards climate neutrality and sustainable development. Due to the above, in the coming years we will continue to follow the provisions **"Environmental Policy of Agora S.A."** and implement new solutions for the objectives set out in the CSR Strategy for 2021-2022.

"Environmental Policy of Agora S.A." is a document that outlines our approach to environmental management and applies to all employees and associates of our company. One of the key objectives for 2021 is the revitalisation of the "Environmental Policy" and the creation, on its basis, of the **"Environmental and Climate Policy"**. It will include information on climate mitigation activities, in particular: greenhouse gas emission target values, together with an indication of how these targets meet national and international targets, in particular the Paris Agreement and recommendations of the [Implementing the Recommendations of the Task Force on Climate-related Financial Disclosures](#) (TCFD)¹⁴.

¹³2030 National Environmental Policy, https://bip.mos.gov.pl/Polityka_Ekologiczna_Panstwa_2030.pdf [access: March 2021]

¹⁴Report [Implementing the Recommendations of the Task Force on Climate-related Financial Disclosures](#), 2017, source: <https://www.fsb-tcfd.org/> [access: January 2020]

IMPACT OF AGORA GROUP'S ACTIVITIES ON THE CLIMATE

Like any other organisation, the Agora Group also influences the climate by emissions of greenhouse gases created as a result of direct activities, such as burning fuels in buildings or cars, using electricity in offices, generating waste and producing, inter alia, press, books, advertising.

Given the specific nature of our activities and the industry, we have defined the main areas of direct impact on the climate. These include:

- ❖ consumption of non-renewable energy;
- ❖ water consumption;
- ❖ waste and sewage production;
- ❖ waste and secondary raw materials management.

Actions we take to protect the environment:

- ❖ investments in renewable energy sources (RES);
- ❖ limitation of waste and sewage production;
- ❖ reducing water consumption.

As a result of the preliminary analyses, we identified the following risks to the company's development, performance and situation resulting from climate change as indicated in **chapter I, section 4. Risk management in the Agora Group** of this Report.

2. ENVIRONMENTAL IMPACT OF THE AGORA GROUP

Care for the environment is one of the key commitments of the Agora Group. We believe that major changes start with us ourselves, so every day we attach great importance to activities for the benefit of our planet.

Therefore, each year we present data demonstrating our efforts to reduce, among other things, the use of raw materials and the production of waste. However, due to the changes caused by the COVID-19 pandemic in 2020, i.e. the introduction of remote work and freezing of certain parts of business, data on the environmental impact of Agora Group's business are unprecedented and not comparable to the previous results. However, this does not mean that 2020 was not a time of intense activity in this area, as evidenced in this part of the Report.

ENVIRONMENTAL IMPACT OF THE AGORA GROUP IN 2020

The Agora Group has its offices in several locations. The head office is located in a building owned by Agora, ul. Czerska 8/10 in Warsaw, where the following offices are located: Agora S.A. and Agora TC, AMS, Adpol, Agora Radio Group (GRA), Doradztwo Mediowe, Inforadio, NEXT FILM, HR Link and GoldenLine, Optimizers, Yieldbird and a number of departments of Helios and Step Inside. The head office of Helios is located in Łódź.

The main assumptions for managing the environmental impact in the Agora Group with respect to building administration are*:

- ❖ reduction of the consumption of non-renewable energy;
- ❖ reduction of water consumption;
- ❖ reduction of wastewater consumption;
- ❖ reduction of waste production.

**This applies in particular to the building at ul. Czerska 8/10 in Warsaw, where most of the offices of companies belonging to the Agora capital group are located.*

I. ENVIRONMENTAL IMPACT IN ADMINISTRATIVE BUILDINGS OF AGORA S.A. IN 2020

Branches of Agora S.A. and of its subsidiaries are located in the entire territory of Poland. These premises are leased in shared buildings, managed by external administrators who are responsible for environmental issues. In many cases, this makes it difficult to monitor indicators concerning, in particular, water and wastewater consumption, and waste volumes.

Due to the COVID-19 pandemic between March 2020 and December 2020, there were 10%-20% of employees in the building, which significantly affected the results of utilities consumption. The liquidation of local offices was also an additional factor.

1.1 ENERGY

[GRI 302-1, 302-4]

NON-RENEWABLE ENERGY

Table 5.1

Electricity consumption in the office buildings of Agora S.A. [MWh]

	2019	2020	Data source	Calculation methodology	Comments
Warszawa	8,416.04	6,825.55	Invoices from the supplier	Meter status, measurement system	
Tychy	3,195.107	851.271	Invoices from the supplier	Meter status	The decrease in 2020 results from the end of production in Printing
Piła	3,562.611	336.117	Invoices from the supplier	Meter status	The decrease in 2020 results from the end of production
Białystok	(no data available)	(no data available)			Utilities included in the rent, liquidation of the office on 30.06.2020
Bielsko-Biała	1.266	0.71283	Re-invoicing from the lessor	% share in the floor of the building	liquidation of the office on 30.4.2020
Bydgoszcz	94.900	70.383	Invoice from the supplier	Meter status	
Częstochowa	8.913	3.563	Re-invoicing from the lessor	Sub-meter status + % share in common areas	The lessor additionally charges the costs of energy used in the common areas of the building, liquidation of the office on 30.06.2020
Gdańsk	52.823	42.448	Re-invoicing from the lessor	Sub-meter status	
Gorzów Wlkp.	9.192	Not applicable	Invoice from the supplier	Meter status	liquidation of the office on 30.11.2019
Katowice	8.691	7.732	Invoice from the supplier	Meter status	The lessor additionally charges the costs of energy for air conditioners; % share in the building (not included in the declared consumption)
Kielce	24.239	12.327	Invoice from the supplier	Meter status	liquidation of the office on 30.09.2020
Kraków	88.315	63.823	Re-invoicing from the lessor	Sub-meter status + % share in common areas	The lessor additionally charges the costs of energy for air conditioners Since 10.2020 reduction of the area of the premises

Lublin	56.541	29.902	Invoice from the supplier	Meter status	Part of the energy re-invoiced to the lessor, liquidation of the office on 31.07.2020
Łódź	142.000	105.600	Re-invoicing from the lessor	Sub-meter status	
Olsztyn	5.865	2.251	Re-invoicing from the lessor	Sub-meter status	liquidation of the office on 31.07.2020
Opole	7.949	1.6169	Re-invoicing from the lessor	Sub-meter status	liquidation of the office on 30.06.2020
Płock	12.557	5.270	Invoice from the supplier	Meter status	liquidation of the office on 30.06.2020
Poznań	21.626	19.2	Re-invoicing from the lessor	Sub-meter status	
Radom	6.420	2.554	Invoice from the supplier	Meter status	liquidation of the office on 30.06.2020
Rzeszów	16.443	9.585	Re-invoicing from the lessor	Sub-meter status	
Szczecin	39.975	Not applicable	Invoice from the supplier	Meter status	Since 2020, flat fee for utilities
Toruń	9.708	6.143	Re-invoicing from the lessor	Sub-meter status	
Wrocław	79.001	63.849	Re-invoicing from the lessor	Sub-meter status	
Zielona Góra	(no data available)	(no data available)			Utilities included in the rent, liquidation of the office on 30.06.2020

Data from invoices

Table 5.2
Thermal energy consumption in office buildings of Agora S.A.

	2019	2020	Data source	Calculation methodology	Comments
Warszawa	13,378.03	12,330	Invoices from the supplier	Meter status, measurement system	
Tychy	7,460.8	4,713.20	Invoices from the supplier	Meter status	The decrease in 2020 results from the end of production in Printing
Piła	4,607	1,456	Invoices from the supplier	Meter status	The decrease in 2020 results from the end of production
Białystok	(no data available)	(no data available)			Utilities in the rent, liquidation of the office on 30.06.2020
Bielsko-Biała	(no data available)	(no data available)	Re-invoicing from the lessor	Costs proportional to the occupancy of the entire building	liquidation of the office on 30.04.2020

Bydgoszcz	(no data available)	(no data available)	Re-invoicing from the lessor	Costs proportional to the occupancy of the entire building	
Częstochowa	(no data available)	(no data available)	Re-invoicing from the lessor	Costs proportional to the occupancy of the entire building	liquidation of the office on 30.06.2020
Gdańsk	(no data available)	(no data available)			Flat fee – maintenance costs
Gorzów Wlkp.	(no data available)	(no data available)			Costs included in the rent, liquidation of the office on 30.11.2019
Katowice	(no data available)	(no data available)	Re-invoicing from the lessor	Costs proportional to the occupancy of the entire building	
Kielce	(no data available)	(no data available)	Re-invoicing from the lessor	Costs proportional to the occupancy of the entire building	liquidation of the office on 30.09.2020
Kraków	(no data available)	(no data available)	Re-invoicing from the lessor	Costs proportional to the occupancy of the entire building	
Lublin	(no data available)	(no data available)			Heat from electricity (heat pump)
Łódź	(no data available)	(no data available)			Flat fee – maintenance costs
Olsztyn	(no data available)	(no data available)			Flat fee – maintenance costs
Opole	(no data available)	(no data available)			Central heating in the rent, liquidation of the office on 30.06.2020
Płock	(no data available)	(no data available)	Re-invoicing from the lessor	Costs proportional to the occupancy of the entire building	The building had its own oil furnace
Poznań	(no data available)	(no data available)			Flat fee – maintenance costs
Radom	(no data available)	(no data available)			

Rzeszów	(no data available)	(no data available)			Central heating in the rent
Szczecin	154.98	(no data available)	Invoice from the supplier	Meter status	Since 2020, flat fee for utilities
Toruń	(no data available)	(no data available)			Costs included in the rent
Wrocław	(no data available)	(no data available)	Re-invoicing from the lessor	Costs proportional to the occupancy of the entire building	
Zielona Góra	(no data available)	(no data available)			Costs included in the rent

Data from invoices

SOLAR PANELS

Agora also uses renewable energy sources (RES). In April 2020, we installed **solar panels** on the roof of the Warsaw office of Agora at ul. Czerska 8/10. With this investment and the use of renewable energy sources (RES), we have significantly reduced CO₂ emissions, which has a positive impact on the quality of local air. From April 2020 to March 2021, we have already produced 81.6 MWh of green energy, corresponding to a reduction of 81 tonnes of CO₂ emissions. This is as if we planted more than 950 trees! The results of the production of green energy by Agora can be analysed on an ongoing basis [here](#).

Thanks to the photo-voltaic installation, we act for the climate: the use of RES reduces CO₂ emissions and has a positive impact on the quality of local air.

CAR FLEET

Agora's car fleet comprises 21 passenger cars*; most cars run on petrol, but hybrid models are also present in the fleet.

Fuel consumption in the Agora Group in 2020

- Diesel fuel 16,403.05 litres
- Petrol 7,816.64 litres

Number of kilometres made by company cars of the Agora Group in 2020

- Mileage in 2020 amounted to 291,600 kilometres.

In order to reduce CO₂ emissions, Agora plans to replace all cars with hybrid cars in the coming years.

1.2 WATER AND EFFLUENTS

Water in all administrative buildings of Agora S.A. is collected from the municipal network.

Water at Agora's Warsaw office is drinkable and certified by [Watersystem](#).

Table 5.3
Water intake in office buildings of the Agora Group [m3]

	2019	2020	Data source	Calculation methodology	Comments
Warszawa	15,096	10,840	Invoices from the supplier	Meter status	
Tychy	2,731	351	Invoices from the supplier	Meter status	The decrease in 2020 results from the end of production in Printing
Piła	1,480	527	Invoices from the supplier	Meter status	The decrease in 2020 results from the end of production
Białystok	(no data available)	(no data available)			Utilities included in the rent, liquidation of the office on 30.06.2020
Bielsko-Biała	16.892	3.617	Re-invoicing from the lessor	Sub-meter status, % share in the floor	liquidation of the office on 30.04.2020
Bydgoszcz	795	268	Re-invoicing from the lessor	1 m ³ of water multiplied by the number of notified employees	
Częstochowa	64.17	11.54	Re-invoicing from the lessor	Sub-meter status	liquidation of the office on 30.06.2020
Gdańsk	23.3	10.98	Re-invoicing from the lessor	Sub-meter status	
Gorzów Wlkp.	(no data available)	Not applicable			Utilities included in the rent, liquidation of the office on 30.11.2019
Katowice	57	26.431	Re-invoicing from the lessor	Sub-meter status	
Kielce	54	25	Invoice from the supplier	Meter status	liquidation of the office on 30.09.2020
Kraków	140.64	40.88	Re-invoicing from the lessor	% share in the floor meter	
Lublin	(no data available)	(no data available)	Re-invoicing from the lessor	Flat fee – fixed sum	liquidation of the office on 30.07.2020
Łódź	(no data available)	(no data available)			Utilities included in the rent
Olsztyn	(no data available)	(no data available)			Flat fee – maintenance costs liquidation of the office on 31.07.2020

Opole	(no data available)	(no data available)			Utilities included in the rent, liquidation of the office on 30.06.2020
Płock	(no data available)	(no data available)	Re-invoicing from the lessor	Flat fee – 75% of the invoice value	liquidation of the office on 30.06.2020
Poznań	(no data available)	(no data available)			Flat fee – maintenance costs
Radom	50	41	Re-invoicing from the lessor	Sub-meter status	
Rzeszów	(no data available)	(no data available)			Utilities included in the rent
Szczecin	476	(no data available)			Since 2020, flat fee for utilities
Toruń	(no data available)	(no data available)			Utilities included in the rent
Wrocław	377.29	289.37	Re-invoicing from the lessor	Sub-meter status	
Zielona Góra	(no data available)	(no data available)			Utilities included in the rent

Data from invoices

Table 5.4
Amount of effluents generated in office buildings of the Agora Group [m3]

	2019	2020	Data source	Calculation methodology	Comments
Warszawa	15,096	10,840	Invoices from the supplier	Meter status	
Tychy	2,731	351	Invoices from the supplier	Meter status	The decrease in 2020 results from the end of production in Printing
Piła	1,456	515	Invoices from the supplier	Meter status	The decrease in 2020 results from the end of production
Białystok	(no data available)	(no data available)			Utilities included in the rent, liquidation of the office on 30.06.2020
Bielsko-Biała	16.892	3.617	Re-invoicing from the lessor	% share in the floor meter	liquidation of the office on 30.04.2020
Bydgoszcz	795	268	Re-invoicing from the lessor	1 m ³ of water multiplied by the number of notified employees	

Częstochowa	64.17	11.54	Re-invoicing from the lessor	Sub-meter status	liquidation of the office on 30.06.2020
Gdańsk	23.3	10.98	Re-invoicing from the lessor	Sub-meter status	
Gorzów Wlkp.	(no data available)	Not applicable			Utilities included in the rent, liquidation of the office on 30.11.2019
Katowice	57	26.431	Re-invoicing from the lessor	Sub-meter status	
Kielce	54	25	Invoice from the supplier	Meter status	liquidation of the office on 30.09.2020
Kraków	140.64	40.88	Re-invoicing from the lessor	% share in the floor meter	
Lublin	(no data available)	(no data available)	Re-invoicing from the lessor	Flat fee – fixed sum	liquidation of the office on 30.07.2020
Łódź	(no data available)	(no data available)			Utilities included in the rent
Olsztyn	(no data available)	(no data available)			Flat fee – maintenance costs liquidation of the office on 31.07.2020
Opole	(no data available)	(no data available)			Utilities included in the rent, liquidation of the office on 30.06.2020
Płock	(no data available)	(no data available)	Re-invoicing from the lessor	Flat fee – 75% of the invoice value	liquidation of the office on 30.06.2020
Poznań	(no data available)	(no data available)			Flat fee – maintenance costs
Radom	50	(no data available)	Re-invoicing from the lessor	Sub-meter status	
Rzeszów	(no data available)	(no data available)			Utilities included in the rent
Szczecin	476	(no data available)			Since 2020, flat fee for utilities
Toruń	(no data available)	(no data available)			Utilities included in the rent
Wrocław	377.29	289.37	Re-invoicing from the lessor	Sub-meter status	
Zielona Góra	(no data available)	(no data available)			Utilities included in the rent

Data from invoices

The effluents are discharged to municipal companies. No effluents are discharged to groundwater or surface water.

1.3 WASTE

[GRI 306-1, 306-2, 306-3]

The Agora Group companies, in respect of 100% of waste they produce, entered into agreements requiring the recipients to recycle or neutralise waste. Each company in the Agora Group implemented a waste management programme and, in accordance with the legal and reporting requirements, they communicate this information to the competent authorities.

In Agora, municipal waste is segregated and collected separately, in accordance with the local municipal waste management system. Therefore, the Company does not monitor the weight of these wastes. Hazardous and non-hazardous waste is transferred to the relevant external entities dealing with waste disposal.

There is a canteen in the Agora building at ul. Czerska, which generates food waste.

Table 5.5
Weight of waste generated in the building belonging to Agora S.A. in 2020

Waste code	Weight [metric tonnes]
03 03 08 – Wastes from sorting of paper and cardboard destined for recycling	0.5993
15 01 06 – Mixed packaging	0.84
16 02 13 * – Discarded equipment containing hazardous components (5) other than those mentioned in 16 02 09 to 16 02 12	0.58
16 02 14 – Discarded equipment other than those mentioned in 16 02 09 to 16 02 13	6.095
16 03 80 – Food products past due date or unfit for consumption	3.71
17 02 01 – Wood	1.54
17 04 11 – Cables other than those mentioned in 17 04 10	0.11
17 09 04 – Mixed construction and demolition wastes other than those mentioned in 17 09 01, 17 09 02 and 17 09 03	9.68
19 12 01 – Paper and cardboard	99.638
20 01 25 – Edible oil and fat	0.44

Data under a contract with waste collectors.

Methods for the disposal of specified waste groups

Warsaw:

Waste with the code:

16 03 80; 20 01 25 – are delivered to a biogas plant,

17 09 04 – managed in the D5 process,

17 02 01 – in the R3 process, and 150106 – in the R12 process

19 12 01 – destruction using two HSM FA 400.2 cc shredders and a compatible KP 40 V press. It guarantees the third degree of destruction of the entrusted documentation according to standard (DIN 32757-1) and fourth degree (P-4) according to standard (DIN 66399).

Branches: NA

1.4 ACHIEVING 2020 ENVIRONMENTAL GOALS IN THE AGORA BUILDINGS

In 2020 Agora set itself environmental goals related to the administration of office buildings, in particular the headquarters at ul. Czerska in Warsaw:



replace
ventilation
systems



and air
conditioning
units



modernize heat
distribution
station



build new
building
monitoring
system (BMS)

However, since in 2020, as a result of the pandemic, most plans had to be postponed or suspended. The only but crucial goal (not mentioned above) that was successfully achieved was the installation of solar panels on the roof of the Agora's Warsaw headquarters.

1.5 ENVIRONMENTAL PLANS FOR 2021

- ❖ Modernisation of air handling units (postponed from 2020 as a result of the COVID-19 pandemic outbreak), including ventilation cabinets, with the aim of saving up to 400 MWh in energy consumption per year.
- ❖ Activities to reduce **water consumption** – continuation of the replacement of taps operated with a photocell in the Warsaw headquarters of Agora SA

II. ENVIRONMENTAL IMPACT OF THE PRINTING ACTIVITIES OF THE AGORA GROUP

The Agora Group owns an offset printing business in Warsaw, which executes orders for printing of press titles of the company and its external customers. The efficiency of the printing business is controlled by a functioning internal Quality Management System based on the implemented quality control and complaint handling procedures (internal and external incompatibilities). In 2018, Agora S.A. has developed a special document ("Quality Management System Policy") and applies the principles defining approach to management of their environmental impact. The document was revised in July 2020.

The main environmental objectives of the current "**Quality Management System Policy**" relate to:

- ❖ reducing the consumption of natural resources by controlling rational water consumption, controlling the consumption of electricity and thermal energy, as well as technological losses,
- ❖ meeting the legal requirements on environmental, and occupational health and safety issues,
- ❖ preventing pollution, and reducing and segregating waste, meeting the requirements of the environmental, and occupational health and safety legislation.

2.1 ENERGY

[GRI 302-1, 302-4]

NON-RENEWABLE ENERGY

Table 5.6

Energy consumed by Agora printing businesses from non-renewable energy sources

Type of energy	Consumption in 2020
Electricity [MWh]	7,001.720
Thermal energy [GJ]	6,894.900
Heat gas consumption [m ³ /year]	225,146

Data from invoices from energy suppliers

Printing house does not use renewable energy sources.

2.2 MATERIAL AND RAW MATERIAL CONSUMPTION

[GRI 301-1]

Table 5.7
Materials and raw materials used and their consumption [kg]

	Consumption in 2020
non-renewable materials/raw materials	400,239
renewable materials/raw materials	13,980.955

Data from invoices

In 2019, the key supplier of printing paper decided to discontinue production of newsprint paper (100% recycled paper) in 2020.

The decision affected the share of recycled materials in 2020. The amount of materials produced from recycled paper decreased compared to 2019 **from 51.9% to 45.3%**.

Technological losses of paper in the production of newspapers and magazines*
1 802 766 kg

Paper losses were calculated on the basis of the quantity of waste paper sold. This value is easily identified and verified during the audit on the basis of documents.

2.3 WATER AND EFFLUENTS

Table 5.8
Amount of water consumed in printing production and amount of generated effluents

	[m3/year]
Water consumption	4,148
Effluents generated	4,148

Data from invoices.

Since 2019, Agora's printing house has been gradually implementing the technology of process-free processing of offset boards (new type of boards), which means a significant reduction in water consumption in the process of developing boards. **In 2019, new boards accounted for 18% of the production volume, and in 2020 – 29%. This, in turn, translated into a reduction in water consumption from 5,813 m³ in 2019 to 4,148 m³ in 2020.**

2.4 WASTE

[GRI 306-1, 306-2, 306-3]

Table 5.9
Waga wszystkich odpadów (podawana w tonach metrycznych) wytworzonych w drukarni należącej do Agory S.A w 2020, a następnie podział ich względem sposobu segregacji

	2019	2020	% change
Production waste (including waste paper)	1,895	2,023	6.78%

Hazardous waste (including batteries, accumulators, used light bulbs, mercury-containing waste)	16,296	23,544	44,5%
Wastes from electrical and electronic equipment	0	0	0

Register of data on waste conducted in the BDO system

Waste shall be segregated according to the waste codes, in accordance with the existing waste manufacturing permit, in labelled and described containers or bins. Waste is collected by specialised waste disposal, recycling or other disposal companies.

2.5 ACHIEVING 2020 ENVIRONMENTAL GOALS IN AGORA'S PRINTING HOUSE

- ❖ efficient material management aimed at reducing energy consumption and rational water consumption,
- ❖ maintaining the water and energy consumption at the planned level.

2.6 ENVIRONMENTAL PLANS FOR 2021

- ❖ an increase in the volume of process-free boards to about 40%, which should further translate into a lower consumption of water used in the process of developing boards,
- ❖ maintaining energy, gas and water consumption at the planned level .

III. ENVIRONMENTAL IMPACT OF AMS

3.1 ENERGY*

[GRI 302-1, 302-4]

The following types of energy are used in AMS operations:

- ❖ liquid fuels (petrol and diesel, LPG) – used to power company cars and forklifts;
- ❖ electricity used to illuminate or backlight advertising space.

Amount of energy consumed by AMS from non-renewable energy sources:

❖ liquid fuels [litres]

In 2020, AMS used 19,592 litres of petrol and 20,893 litres of diesel fuel.

❖ electricity [MWh]

In 2020, AMS used 8.427 MWh of electricity from non-renewable sources and 9,26 MWh from photo-voltaic installations (renewable energy sources)

Measures to reduce non-renewable energy to achieve the pro-environmental objectives:

In 2020, due to the pandemic period and nearly 40% reduction in revenues compared to 2019, AMS's efforts to reduce non-renewable energy consumption had to be optimised but were continued consistently.

In most cases, the pro-ecological operation involved the replacement of traditional fluorescence sources (fluorescent tubes) with energy efficient LED lamps.

In 2020, AMS replaced:

- ❖ 273 fluorescent sets in Citylights with LED lighting, thus limiting the total power of devices by 51.05 kW
- ❖ 20 fluorescent sets in 18 m² backlights with LED lightning, thus limiting the total power of devices by 11.36 kW.

In total, 1,412 fluorescent tubes with a power of 58W each were replaced with energy-efficient LED lighting.

Moreover, the Company put another 2 solar-powered advertising poles, which means that 880 kWh of electricity was saved on the lighting of the advertisements displayed on these poles.

The total annual electricity savings for the above-mentioned activities of the Company amount to **261.88 MWh**.

In addition, AMS, after the period of tests, introduced into urban space **ECO bus/tram shelters** with green roofs and with glazing with special printing preventing collisions with birds. The printing used has been certified by the Polish Society for the Protection of Birds and the Szklane Pułapki Foundation. The indicated shelters with printing which is safe for birds were created in Warsaw (one) and Lublin (one).

On the other hand, the whole ECO system of bus/tram shelters with green roofs is currently made up of shelters in Poznań, Krakow, Warsaw and Lublin.

Green carpets were installed on the roof of each of them, which have very favourable features for the urban area:

- ❖ retention of rainwater up to 200 L of water per rain episode,
- ❖ CO₂ reduction by approx. 7 kg of CO₂/year
- ❖ temperature reduction on hot days in the bus/tram shelter – 2-5 °C.
- ❖ reduction of dust in the area of the bus/tram shelter – 15-20%,
- ❖ creation of an oasis for insects – long flowering period, high nectar source.

AMS's bus/tram shelters look naturally and introduce greenery into the urban space in places where it would otherwise be practically impossible to do so.

The following were used to calculate energy savings:

- ❖ for Citylights prior to the replacement of the light source (4 fluorescent tubes of 58W each) – 232 W; replaced with LED lighting of 45W. The saving effect for one lightbox is 187 W x 4,200 h per year = 0.7854 MWh
- ❖ for 18 m² backlights prior to the replacement of the light source (16 fluorescent tubes of 58W each) – 928W; replaced with LED lighting with a power of 360W. The saving effect for one lightbox is 568 W x 4,200 h per year = 2,3856 MWh

** Data from the Company's documents and practical tests.*

3.2 EMISSIONS

The above-described AMS activities are part of the company's activities for CO₂ emission reduction. They consist in:

- ❖ the progressive replacement of light sources with the energy-efficient LED technology,
- ❖ the construction of advertising media powered by photo-voltaic cells,
- ❖ the installation of green carpets on the roofs of the bus/tram shelters.
- ❖ the promotion of the idea of a green approach to the environment, and reduction of carbon footprint – by selling the Eco offer based on renewable energy advertising media, bus/tram shelters with green roofs, and low-emission urban transport vehicles.

3.3 MATERIALS AND RAW MATERIALS CONSUMPTION

[GRI 301-1]

Because of their specific nature, AMS carries out all printing orders through external printing businesses, and thus the company is not directly responsible for and does not calculate the consumption of materials and raw materials in the production process.

3.4 WATER AND EFFLUENTS

As part of its activities, AMS consumes water only for social purposes – all consumption takes place on the premises leased as office and storage space, and its quantity is not recorded – flat-rate settlements.

3.5 WASTE

[GRI 306-1, 306-2, 306-3]

The weight of all waste (expressed in metric tonnes) generated in AMS's operations with breakdown in relation to how it is segregated:

❖ **Production waste** (including waste paper)

The weight of all waste generated by AMS's activities in 2020 is: 478.45 Mg

The main waste generated by AMS's activities is the production waste of posters used for advertising campaigns (219,68 Mg) and parts of used or damaged advertising media (258,56 Mg).

❖ **Hazardous waste** (including batteries, accumulators, used light bulbs, mercury-containing waste)

The weight of hazardous waste (damaged equipment containing hazardous elements) is 0.21 Mg – fluorescent tubes replaced with energy-efficient LED sources

Percentage decrease/increase in weight of waste in the production process y/y

Compared to the previous year, the total amount of waste generated by AMS **increased by 72%** – 478.45 Mg in 2020 vs. 277.66 Mg in 2019

It should be noted that this increase resulted from a very large, periodic stock management campaign. Metal parts and structures of the advertising media with a total weight of 176.02 Mg were scrapped, and 81.94 Mg of concrete foundations coming from scrapped advertising media were removed.

In view of the above, without taking into account the metal and concrete waste in the bill (in 2019 AMS did not generate such waste), production waste production y/y decreased by 26% (220.49 Mg in 2020 vs. 277.66 Mg in 2019).

** Register of data on waste conducted in the BDO system*

Methods for disposal of specified waste groups

- ❖ paper posters mounted on citilights and glued on billboards with organic adhesive (*having a hygienic approval of the National Institute of Hygiene (PZH) No: B – BK – 60211 – 1282/19 of 14.11.2019, according to the classification rules included in Directive 1999/45/EC, the product is not classified as a*

dangerous mixture). In 2020, AMS has produced 219.68 Mg of such waste by handing it over to companies professionally involved in the collection of such waste;

- ❖ vinyl posters, mounted on backlights and frontlights – classified by the waste collecting companies as “plastic packaging”. In 2020, AMS has produced 0.6 Mg of such waste;
- ❖ hazardous waste is stored in metal containers at the place of its production and periodically transferred to companies professionally involved in its disposal. In 2020, AMS has produced 0.21 Mg of such waste.

Recycled or reused waste:

- ❖ metal elements of the advertising media – classified by waste collection companies as “Iron and steel”. In 2020, AMS has produced 176.02 Mg of such waste.
- ❖ foundations of advertising media – classified by waste collection companies as “Concrete waste and demolition concrete debris”. In 2020, AMS has produced 81.94 Mg of such waste; this material is recycled for construction purposes.

Measures taken to prevent the production of waste resulting from AMS's activities:

- ❖ developing digital media networks,
- ❖ limiting traditional media networks,
- ❖ searching for and replacing traditional materials with recycled materials.

3.6 ACHIEVING 2020 ENVIRONMENTAL GOALS IN AMS

Despite the ongoing pandemic in 2020, resulting in drastic reductions in operating income:

- ❖ AMS has consistently made pro-environmental investments. It has launched the Eco offer based on low-carbon media that have a positive impact on the environment or that use solar energy.
- ❖ AMS continued to replace high-energy light sources with energy-efficient ones.
- ❖ In view of the need to strive to reduce waste generation, AMS is developing digital advertising systems by reducing paper and plastic waste, adhesive, and fuel in transport.
- ❖ AMS, seeing the degradation of the environment related to the development of civilisation, which is particularly evident in urbanised areas, is introducing good practices, demonstrating in concrete examples that in cities filled with concrete there is room for green oases – (green roofs of bus/tram shelters) ensuring water retention, purifying air from CO₂ and dust, lowering the temperature in their outline by several degrees on hot days, favouring insects, including bees, and not being invasive for birds.

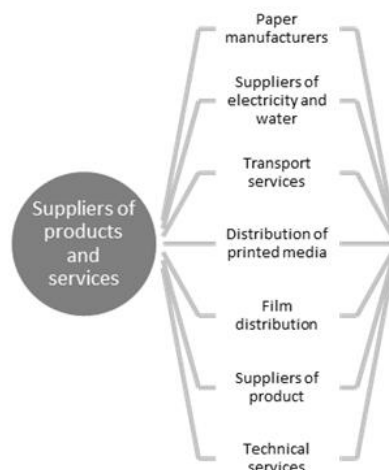
3.7 ENVIRONMENTAL PLANS FOR 2021

Despite difficult market conditions caused by the pandemic, AMS will continue its environmental activities in 2021 and, as far as possible, meet all the above-mentioned environmental objectives. These will include the following:

- ❖ Further development of smart city green projects in Polish cities, including promotion of smart and eco solutions among municipal authorities and residents;
- ❖ Expansion of the network of digital media in Citylight and Cityscreen formats;
- ❖ Construction of additional bus/tram shelters with green roofs and with glazing preventing collisions with birds;
- ❖ Continuation of replacing standard light sources (advertising media lighting) with energy-efficient LED lighting;
- ❖ Promotion of the Eco offer on AMS media among our customers as part of a unique offer.

SUPPLY CHAIN

Particular suppliers cooperating with the Agora Group:



Identified adverse environmental impact in the supply chain:

- ❖ CO₂ emissions from burned fuels (vehicles);
- ❖ water consumption;
- ❖ energy consumption;
- ❖ waste, lack of complete waste segregation, investment project suspended due to the pandemic;
- ❖ recycling and neutralising waste generated by the Agora Group in the production and consumption process.

In 2020, none of the Agora Group companies terminated their cooperation with any of the suppliers in the supply chain referred to above due to the negative impact of its activities on the environment.

3. PRO-ENVIRONMENTAL PROJECTS OF THE AGORA GROUP IN 2020

As a result of increasing climate change, Agora's media and brands have implemented several dozens of environmental initiatives, including through social campaigns, new business initiatives or partnerships. For example:

Gazeta.pl declared that it wants to be the most green medium in Poland, and thus it launched a separate portal [Zielona.Gazeta.pl](https://zielona.gazeta.pl), dedicated exclusively to ecology and climate change. It contains, in particular, articles from the following series: **"Piątki dla klimatu"** (**"Fridays for Climate"**), **"Ludzie w klimacie"** (**"People in the Climate"**), **"Moto 2030"** or **"Haps Zero Waste"**, as well as expert materials on climatic change, ecology and environmental issues. In addition, in 2020, the first edition of the **"Reklama dla klimatu"** (**"Climate Advertising"**) campaign took place, in which campaigns of companies demonstrating ecological attitude and implementing environmental actions were presented on the website for a symbolic one zloty. The campaign for advertising customers will continue also in 2021.

The Gazeta.pl team, as part of its activities for the climate, has been launching and supporting projects addressing environmental and ecological issues for years. In the year 2020, this was, among others, an original campaign **"#Wakacje2050"** (**"Holidays2050"**) or a campaign **"Daj kosza śmieciom"** (**"Rebuff Waste"**), and partnership in the initiative **"Adoptuj pszczołę"** (**"Adopt a Bee"**) of Greenpeace Polska or **"Chłopi 2050"** (**"2050 Peasants"**) of Storytel.

Green projects are an important part of the activities not only Gazeta.pl. *Gazeta Wyborcza* also pays more and more attention to environmental and climate crisis issues, and encourages its readers to demonstrate a more pro-environmental attitudes. At the beginning of 2019, the **"Wyborcza na zielono"** (**"Wyborcza Goes Green"**) project was launched – since then, all sections of the daily publish texts dedicated, among others, to climate

change progressing rapidly also in Poland. In June 2020, the editorial office launched the **"JednaPlaneta.JednoŻycie - patrzymy w przyszłość, ale działamy tu i teraz"** ("**One Planet. One Life - we look into the future but we act here and now**") project. This is a cycle in which journalists, referring to credible and reliable research results and expert opinions, are writing about the climate catastrophe. At the same time, they are looking for solutions which an individual, a large organisation or a local government unit can put in place to meet the environmental challenges we face, both on a global and local scale. The subject of the first part of the project **"JednaPlaneta.JednoŻycie"** ("**One Planet. One Life**") was: water and environmental challenges associated with it. Air has been at the forefront of the next cycle that started in November. The *Gazeta Wyborcza* journalists, together with experts, explain, among other things, the provisions of the New European Green Deal and the Paris Agreement, which is Europe's most important eco-project in the recent decades, and present solutions through which everyone can contribute to reducing carbon emissions into the atmosphere. The project will also be implemented in 2021.

What is more, **AMS** takes a number of pro-ecological measures, including by introducing environmentally friendly OOH media. In July 2020, thanks to the green initiative of AMS and the MTP Group, **the first Polish green roof system was created on bus/tram shelters in Poznań**. The Green bus/tram shelters, belonging to the MTP City Marketing Group team, operated by AMS under the agreement signed with MTP Group, are nature-based solutions which are very important for the municipal infrastructure. Inspired by nature and economic efficiency, they provide ecological, economic and social benefits, and support adaptation to climate change. Ultimately, the roofs of the bus/trams shelters located in the most urbanised areas will appear in Poznań. However, in August 2020 AMS introduced into its offer the already-mentioned **system of eco shelters** which are fully covered with green roofs and which are bird-friendly. The first customer to co-create green solutions on the roofs of bus/tram shelters was ŠKODA.

Apart from Agora's media initiatives, contributing to a broad, nationwide and multi-sectoral cooperation for counteracting climate change. These include the following:



Together with more than 170 editing teams from around the world, *Gazeta Wyborcza* creates **"Covering Climate Now"** – a declaration of media commitment to climate issues and global climate actions as part of the Youth Climate strike.



Gazeta.pl has been working with **Greenpeace** for years through partnership and promotion of the organisation's activities, aimed at drawing the attention of the general public and policy-makers to the main environmental problems of Poland and in the world.



Since February 2019, the readers of 20 local editions of *Gazeta Wyborcza* may find an air quality forecast in the daily newspaper. Details are provided by **Airly**, with a network of more than 2,000 innovative air quality sensors. In addition, we installed a smog sensor on the building of Agora's Warsaw head office. It enables us to check the quality of the air in our vicinity.

Chapter VI About the Report

[GRI 102-51, 102-52]

In recent years, there has been a clear increase in interest in non-financial data provided by companies. They are taken into account increasingly more often when decisions are made by various stakeholder groups, including investors. Therefore, apart from the financial statements, the Agora Group has been preparing a separate report on non-financial activities for several years. This Responsibility Report for 2020 is the fifth such report prepared by Agora. The reports are prepared on an annual basis, together with the annual report on the activities of the Agora Group and form a separate part thereof. The previous report covered 2019 and was published in March 2020.

[GRI 102-45, 102-49, 102-50]

The Responsibility Report for 2020 includes the information and consolidated non-financial data of the Agora Group and its parent company Agora S.A. for the period from 1 January to 31 December 2020. All information and data in this report marked with the term "Agora Group" refer jointly to Agora S.A. and subsidiaries operating within the Agora Group, mainly active in the Internet, cinema, radio, catering and outdoor advertising segments. A detailed list of Group companies is presented below. The Report identifies the data and information relating to Agora S.A. Unlike in previous years, no separate non-financial statements were prepared for Agora S.A., they are included in this Report.

List of Agora Group companies:

		% of shares held (effectively)	
		31 December 2020	31 December 2019
Consolidated subsidiaries			
1	Agora TC Sp. z o.o., Warsaw	100.0%	100.0%
2	AMS S.A., Warsaw	100.0%	100.0%
3	AMS Serwis Sp. z o.o. (formerly Adpol Sp. z o.o.), Warsaw (1), (6)	100.0%	100.0%
4	Grupa Radiowa Agory Sp. z o.o., (GRA), Warsaw	100.0%	100.0%
5	Doradztwo Mediowe Sp. z o.o., Warsaw (2)	100.0%	100.0%
6	IM 40 Sp. z o.o., Warsaw (2)	72.0%	72.0%
7	Inforadio Sp. z o.o., Warsaw (2)	66.1%	66.1%
8	Helios S.A., Łódź	91.4%	91.4%
9	Next Film Sp. z o.o., Warsaw (3)	91.4%	91.4%
10	Next Script Sp. z o.o., Warsaw (4)	75.9%	75.9%
11	Plan D Sp. z o.o. (formerly Domiporta Sp. z o.o.), Warsaw (12)	100.0%	100.0%
12	Optimizers Sp. z o.o., Warsaw	100.0%	100.0%
13	Yieldbird Sp. z o.o., Warsaw (13)	92.1%	93.7%
14	Goldenline Sp. z o.o., Szczecin (7)	100.0%	92.7%
15	Plan A Sp. z o.o., Warsaw	100.0%	100.0%
16	Agora Finanse Sp. z o.o. Warsaw	100.0%	100.0%
17	Step Inside Sp. z o.o., Łódź (3), (8)	82.3%	91.4%
18	HRLink Sp. z o.o., Szczecin	79.8%	79.8%
19	Piano Group Sp. z o.o., Warsaw (1), (11)	92.0%	60.0%
20	Agora Poligrafia Sp. z o.o., Warsaw (14)	-	100.0%

21	Foodio Concepts Sp. z o.o., Łódź (3), (9)	-	82.3%
22	Benefit Multimedia Sp. z o.o., Warsaw (5), (11), (15)	-	60.0%
23	Benefit Multimedia Sp. z o.o. S.K.A., Warsaw (5), (11), (15)	-	60.0%
Jointly controlled entities and associates accounted for using the equity method			
24	Instytut Badań Outdooru IBO Sp. z o.o., Warsaw (1)	50.0%	50.0%
25	ROI Hunter a.s., Brno	23.9%	23.9%
26	Eurozet Sp. z o.o., Warsaw	40.0%	40.0%
Companies not included in the consolidation and valuation using the equity method			
27	Polskie Badania Internetu Sp. z o.o., Warsaw	16.7%	16.7%
28	Hash.fm Sp. z o.o., Warsaw (10)	-	49.5%

- (1) indirectly through AMS S.A.;
 (2) indirectly through GRA Sp. z o.o.;
 (3) indirectly through Helios S.A.;
 (4) indirectly through Next Film Sp. z o.o.;
 (5) indirectly through Piano Group Sp. z o.o.;
 (6) change of the company name from Adpol Sp. z o.o. to AMS Serwis Sp. z o.o. on 1 April 2020;
 (7) purchase of shares in Goldenline Sp. z o.o. on 20 January 2020;
 (8) accession of non-controlling shareholders to Step Inside Sp. z o.o. on 31 January 2020;
 (9) disposal of shares in Foodio Concepts Sp. z o.o. on 2 June 2020;
 (10) disposal of shares in Hash.fm Sp. z o.o. on 27 February 2020 and 5 August 2020;
 (11) purchase of shares in Piano Group Sp. z o.o. on 23 June 2020;
 (12) change of the company name from Domiporta Sp. z o.o. to Plan D Sp. z o.o. on 17 July 2020;
 (13) accession of non-controlling shareholders to Yieldbird Sp. z o.o. on 21 September 2020;
 (14) merger with Agora S.A. on 1 October 2020;
 (15) merger with Piano Group Sp. z o.o. on 17 December 2020;

[GRI 102-46]

When defining the content of the report, both the relevance of the issue and its consistency with the strategy of the Agora Group and the United Nations Sustainable Development Goals (SDG's) have been taken into account, as well as the voice of our environment, i.e. the information and opinions provided by the Group stakeholders in various forms of dialogue. For more information, see **Chapter II** of this Report, under the stakeholder dialogue section.

The Report contains key non-financial data related to the activities of the Agora Group and Agora S.A. and information on our responsibility towards employees, the public, the environment and the natural environment. It also takes into account the issues related to respecting human rights and anti-corruption. The individual chapters of the report present the management approach, including a description of key policies and internal regulations implemented in the Agora Group with respect to the aforementioned areas of responsibility and the due diligence procedures implemented.

The Report complies with the requirements of the amended Accounting Act of 15 December 2016 on disclosure of non-financial information resulting from the transposition of Directive 95/2014/EU1 and the Regulation of the Ministry of Finance of 25 May 2016 on diversity information.

[GRI 102-54, 102-56]

The Report has been prepared on the basis of the international standards of non-financial reporting, the GRI Standards, at the CORE level, without external verification.

[GRI 102-55]

Table 6.1
GRI content index

STANDARD NUMBER	INDICATOR NUMBER	INDICATOR NAME	PLACE IN THE REPORT – CHAPTER TITLE	PAGE NUMBER
Profile indicators				
Organisational profile				
GRI 102	102-1	Name of the organisation	About Agora	4
GRI 102	102-2	Description of activities in the organisation, main brands, products and/or services	About Agora	4
GRI 102	102-3	Location of headquarters	About the Report	80
GRI 102	102-4	Location of operations	About Agora	5
GRI 102	102-5	Form of ownership and legal structure of the organisation	About Agora	4
GRI 102	102-6	Markets served	About Agora	9
GRI 102	102-7	Scale of activities	About Agora	4, 9
GRI 102	102-8	Information on employees and other persons working for the organisation	Our responsibility towards employees	36
GRI 102	102-9	Description of the supply chain	Our responsibility towards environment	72
GRI 102	102-10	Significant changes in the reporting period concerning the size, structure, form of ownership or value chain	About Agora	10
GRI 102	102-11	Explanation whether and how the organisation applies the precautionary principle	About Agora	11
GRI 102	102-12	External economic, environmental and social declarations, principles and other initiatives adopted or supported by the organisation	About Agora	11
GRI 102	102-13	Membership of associations and organisations	About Agora	15
Strategy				
GRI 102	102-14	Statement from senior decision-maker	Letter from the CEO	3
GRI 102	102-15	Key impacts, risks, and opportunities	About Agora Our activities for sustainable development	10 20, 21
Ethics and integrity				
GRI 102	102-16	Values, principles, standards, and norms of behaviour	About Agora Our responsibility towards employees	11 45
Corporate governance				
GRI 102	102-18	Governance structure	About Agora	6
Stakeholders engagement				
GRI 102	102-40	List of stakeholder groups	Our activities for sustainable development	29

GRI 102	102-41	Collective bargaining agreement	Our responsibility towards employees	34
GRI 102	102-42	Identifying and selecting stakeholders	Our activities for sustainable development	29
GRI 102	102-43	Approach to stakeholder engagement	Our activities for sustainable development	29
GRI 102	102-44	Key topics and concerns raised	Our activities for sustainable development	32
Reporting practice				
GRI 102	102-45	Entities included in the consolidated financial statements	About the Report	74
GRI 102	102-46	Defining report content and topic Boundaries	About the Report	75
GRI 102	102-47	List of material topics	Our activities for sustainable development	32
GRI 102	102-48	Restatements of information	Not applicable	The Report does not contain any corrections to information from previous reports
GRI 102	102-49	Changes in reporting	About the Report	74
GRI 102	102-50	Reporting period	About the Report	74
GRI 102	102-51	Date of most recent report	About the Report	74
GRI 102	102-52	Reporting cycle	About the Report	74
GRI 102	102-53	Contact point for questions regarding the report	About the Report	80
GRI 102	102-54	Claims of reporting in accordance with the GRI Standards	About the Report	75
GRI 102	102-55	GRI content index	About the Report	76
GRI 102	102-56	External assurance	About the Report	75
Management approach				
GRI 103	103-1	Explanation of the material topic and its boundaries		All material topics are covered by the chapters of this Report
GRI 103	103-2	The management approach and its components		The management approach regarding particular areas is presented in chapters devoted to these areas
GRI 103	103-3	Evaluation of the management approach		The evaluation of the management approach areas is presented in chapters devoted to these areas

Topic-specific standards				
Economic				
Economic performance				
GRI 201	201-1	Direct economic value generated and distributed	About Agora	9
Market presence				
GRI 202	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Our responsibility towards employees	38
GRI 202	202-2	Proportion of senior management hired from the local community	About Agora	6 The Polish market should be treated as a local market. All senior management representatives on supervisory bodies are Polish citizens
Anti-corruption				
GRI 205	205-2	Communication and training about anti-corruption policies and procedures	Our responsibility towards employees	45
GRI 205	205-3	Confirmed incidents of corruption and actions taken	Our responsibility towards employees	46
Environmental				
Materials				
GRI 301	301-1	Materials used by weight or volume	Our responsibility towards environment	58-71
Energy				
GRI 302	302-1	Energy consumption within the organization	Our responsibility towards environment	58-71
GRI 302	302-4	Reduction of energy consumption	Our responsibility towards environment	58-71
Waste				
GRI 306	306-1	Waste generation and significant waste-related impacts	Our responsibility towards environment	58-71
GRI 306	306-2	Management of significant waste-related impacts	Our responsibility towards environment	58-71
GRI 306	306-3	Waste generated	Our responsibility towards environment	58-71
Social				
Employment				
GRI 401	401-1	New employee hires and employee turnover	Our responsibility towards employees	39
GRI 401	401-2	Benefits provided to full-time employees that are not provided to temporary or	Our responsibility towards employees	42,43

		part-time employees		
Labor/Management Relations				
GRI 402	402-1	Minimum notice periods regarding operational changes		Not officially valid. The organisation endeavors to provide such information as soon as possible
Training and education				
GRI 404	404-1	Average hours of training per year per employee	Our responsibility towards employees	40
GRI 404	404-2	Programs for upgrading employee skills and transition assistance programs	Our responsibility towards employees	40
Diversity and equal opportunity				
GRI 405	405-1	Diversity of governance bodies and employees	About Agora	9
			Our responsibility towards employees	36
GRI 405	405-2	Ratio of basic salary and remuneration of women to men	Our responsibility towards employees	38
Non-discrimination				
GRI 406	406-1	Incidents of discrimination and corrective actions taken	Our responsibility towards employees	46
Customer privacy				
GRI 418	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Our responsibility to the market environment	49

Table 6.2
Compliance with the requirements of the Accounting Act on disclosure of non-financial information

REQUIREMENTS OF THE ACCOUNTING ACT	HAS THE REQUIREMENT BEEN MET?	PLACE IN THE REPORT - CHAPTER TITLE	PAGE NUMBER
Description of the entity's business model and key performance indicators	yes	About Agora	4-9
Description of management of risks identified as significant	yes	About Agora	11-15
Description of policies, due diligence procedures and performance indicators related to the entity's anti-corruption activities	yes	Our responsibility towards employees	45-46
Description of policies, due diligence procedures and performance indicators related to the entity's activities related to respecting human rights	yes	Our responsibility towards employees Our responsibility to the market environment	34-35, 42 48-50
Description of policies, due diligence procedures and performance indicators related to issues relevant to consumer/customer relations, quality	yes	Our responsibility to the market environment	48-50

Description of policies, due diligence procedures and performance indicators related to the entity's activities with respect to employee matters	yes	Our responsibility towards employees	34-47
Description of policies, due diligence procedures and performance indicators related to the entity's activities with respect to natural environment	yes	Our responsibility towards environment	56-72
Description of policies, due diligence procedures and performance indicators related to the entity's activities with respect to social issues	yes	Our responsibility to the market environment	50-55

[GRI 102-3, 102-53]

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Warsaw, 18 march 2021

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Signatures submitted electronically