

OUR 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.

Key UN Sustainable Development Goals, which we implement as part of activities for the benefit of employees and respect for human rights:



Employment in the Agora Group

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.

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 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.

Table: Employment structure by sex and type of employment

	Agora Group			Agora S.A.		
	Women	Men	Total	Women	Men	Total
Total headcount	1566 53.2%	1379 46.8%	2945 100%	904 53.5%	785 46.5%	1 689 100%
Employment contracts	1309 83.6%	1097 79.6%	2406 81.7%	766 84.7%	621 79.1%	1387 82.1%
Civil-law agreements	253 16.2%	276 20.0%	529 18.0%	134 14.8%	159 20.3%	293 17.3%

THE RESPONSIBILITY REPORT FOR THE YEAR 2020 AGORA GROUP AND AGORA S.A.

	Agora Group			Agora S.A.		
	Women	Men	Total	Women	Men	Total
Management contracts and resolutions on appointment	4 0.3%	6 0.4%	10 0.3%	4 0.4%	5 0.6%	9 0.5%
Self-employed persons (B2B)*			224			142

no breakdown by sex.

Data from HR departments of Agora Group companies

	Agora Group			Agora S.A.		
	Women	Men	Total	Women	Men	Total
Total headcount	2540 55.7%	2023 44.3%	4563 100%	1024 54.4%	860 45.6%	1884 100%
Employment contracts	1462 57.6%	1164 57.5%	1097 79.6%	854 83.4%	654 76.0%	1508 80.0%
Civil-law agreements	1074 42.3%	842 41.6%	1916 42.0%	167 16.3%	202 23.5%	369 19.6%
Management contracts and resolutions on appointment	4 0.2%	17 0.8%	21 0.5%	3 0.3%	4 0.5%	7 0.4%

	Agora Group			Agora S.A.		
	Women	Men	Total	Women	Men	Total
Self-employed persons (B2B)*			259			135

* 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: Employment structure by sex and duration of employment

	Agora Group			Agora S.A.		
	Women	Men	Total	Women	Men	Total
Employment contracts in total	1309 54.4%	1097 45.6%	2406 100%	766 55.2%	621 44.8%	1387 100%
trial period	15 1.1%	19 1.7%	34 1.4%	7 0.9%	9 1.4%	16 1.2%
definite period	90 6.9%	69 6.3%	159 6.6%	39 5.1%	19 3.1%	58 4.2%
indefinite period	1187 90.7%	994 90.6%	2181 90.6%	715 93.3%	589 94.8%	1304 94.0%

THE RESPONSIBILITY REPORT FOR THE YEAR 2020 AGORA GROUP AND AGORA S.A.

	Agora Group			Agora S.A.		
	Women	Men	Total	Women	Men	Total
replacement	17 1.3%	15 1.4%	32 1.3%	5 0.7%	4 0.6%	9 0.6%

Data from HR departments of Agora Group companies

	Agora Group			Agora S.A.		
	Women	Men	Total	Women	Men	Total
Employment contracts in total:	1462 55.7%	1164 44.3%	2626 100%	854 56.6%	654 43.4%	1508 100%
trial period	28 1.9%	21 1.8%	49 1.9%	11 1.3%	9 1.4%	20 1.3%
definite period	138 9.4%	77 6.6%	215 8.2%	65 7.6%	17 2.6%	82 5.4%
indefinite period	1270 86.9%	1052 90.4%	2322 88.4%	768 89.9%	624 95.4%	1392 92.3%
replacement	26 1.8%	14 1.2%	40 1.5%	10 1.2%	4 0.6%	14 0.9%

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.

THE RESPONSIBILITY REPORT FOR THE YEAR 2020 AGORA GROUP AND AGORA S.A.

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: Management structure* by sex and age

	Agora Group			Agora S.A.		
	Women	Men	Total	Women	Men	Total
aged < 30	3.4%	1.5%	2.5%	4.7%	1.3%	3.1%
aged 30-50	79.9%	69.4%	74.9%	74.4%	67.6%	71.2%
aged > 50	16.7%	29.1%	22.6%	20.9%	31.1%	25.7%

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

	Agora Group			Agora S.A.		
	Women	Men	Total	Women	Men	Total
aged <30	4.6%	4.7%	4.6%	6.5%	1.8%	4.2%
aged 30-50	82.4%	72.8%	77.7%	76.2%	71.2%	73.8%
aged >50	13.0%	22.6%	17.6%	17.3%	27.1%	22.0%
aged > 50	16.7%	29.1%	22.6%	20.9%	31.1%	25.7%

employed in managerial positions and higher. 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.

Table: New employee hires and employee turnover by sex and age in Agora S.A.

	Age	% new hires	% turnovers
Women	< 30	21.7%	15.2%
	30-50	4.7%	16.2%
	> 50	0.7%	14.0%
Men	< 30	27.1%	22.9%
	30-50	5.3%	12.3%
	> 50	2.9%	8.8%
Total among all		6.6%	14.3%

Data from HR departments of Agora Group companies

	Age	% new hires	% turnovers
Women	< 30	27.3%	29.8%
	30-50	9.6%	15.6%
	> 50	0.7%	8.1%
Men	< 30	30.8%	28.2%
	30-50	5.1%	31.2%
	> 50	0.8%	21.0%
Total among all		9.2%	21.8%

Data from HR departments of Agora Group companies

Table: New employee hires and employee turnover by sex and age in Agora Group

	Age	% new hires	% turnovers
Women	< 30	22.5%	22.0%
	30 - 50	5.1%	16.5%
	> 50	1.0%	13.8%
Men	< 30	30.1%	25.3%
	30 - 50	5.3%	11.5%
	> 50	3.0%	12.7%
Total among all		7.8%	15.5%

Data from HR departments of Agora Group companies

	Age	% new hires	% turnovers
Women	< 30	33.5%	26.3%
	30 - 50	10.0%	15.9%
	> 50	2.1%	7.3%
Men	< 30	38.6%	26.1%
	30 - 50	7.7%	30.6%
	> 50	2.2%	20.8%
Total among all		12.3%	21.7%

Data from HR departments of Agora Group companies