

TRAINING AND DEVELOPMENT

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, in section ***Agora in the time of pandemic***.

In-house training

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**.

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.

Appraisal interviews

Appraisal interviews 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.