Collaboration is vital if we are to overcome the many challenges ahead - journalists continue to be targeted simply for doing their jobs, editorial independence and quality journalism is regularly undermined, and media businesses are facing an unprecedented existential threat due to a dire global economic situation. These are worrying times for press freedom and anyone who shares a passionate belief in the right to freedom of expression. Yet through it all, we witnessed the positive impact news media has on our society and the stunning acceleration of the industry’s transformation during those challenging times.

In 2021, WAN-IFRA’s agenda reflected the branch focus on managing the accelerated transformation of its journalistic, technical and business models. Our programmes stimulated deeper thinking on the evolution of good journalistic practices and quality standards for news professionals to better engage with their audiences and effectively contribute to the public debate in open societies.

Vincent Peyrègne
CEO WAN-IFRA
What makes us unique

What makes us one of a kind in the world? WAN-IFRA is the only international media organisation that:

• Is **truly global** with activities that span all the continents with regional support provided by teams in Paris, Frankfurt, Singapore, Chennai and Mexico City.

• Defends and promotes **press freedom** as a core mission.

• Covers the **entire value chain** of news media companies from content creation, business, strategy, revenue generation, products, technology and innovation.

• Has **specific community-driven offerings** for CEOs, COOs, Editors, Business and Revenue Heads, Product and Technology Officers, Print and Production Executives.

• Represents news publishers at international level to **raise awareness** of the issues facing independent media globally and works on joint initiatives for media sustainability.

• Brings together 60 **national media associations** to discuss matters of common interest.

• Undertakes **media development** work in fragile States and in particular promotes gender balance with our world leading ‘Women In News’ programme.

Areas of expertise

**LEADERSHIP, STRATEGY AND EXECUTION**
- Culture Change
- Strategic Benchmarking
- Newsroom Transformation
- Diversity and Inclusion
- Workflow Optimisation

**EDITORIAL**
- Ethics and Standards
- Science in the Newsroom
- Mis and Disinformation, News Literacy
- Newsroom organisation
- Content that converts and retains
- Audiences-first approach

**PRODUCT MANAGEMENT**
- Mobile
- Video
- Distributed Content
- Podcasts
- Newsletters

**DIGITAL REVENUE**
- Digital Subscriptions
- Content Monetisation
- Premium Advertising
- Native Advertising
- Small Data & Analytics
- Audiences-centric strategy

**TECHNOLOGY AND INNOVATION**
- Print Supply Chain
- R&D and Emerging trends
- Immersive Content
- Artificial Intelligence

**MEDIA FREEDOM**
- Safety of Journalists
- Advocacy & Industry Voice
- Equality
- Media Freedom Committees
- Development Support
- Social Impact Grants

**MEDIA POLICY**
- Intellectual Property and related Rights
- Privacy
- Data Protection
- Taxation
- Fair Competition
- Internet Governance

**FINANCE & ECONOMY**
- Revenue Diversification
- Market Trends
<table>
<thead>
<tr>
<th>Month</th>
<th>Highlights</th>
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<tbody>
<tr>
<td></td>
<td>WAN-IFRA Unveils New Brand Identity with Redesigned Logo and Website.</td>
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<td>Young Media Leaders Fellowship 2020 Successfully concluded on Jan 21</td>
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<td>February</td>
<td>WAN-IFRA announces a new DKK 6.5M ($1M) partnership with the Danish Ministry of Foreign Affairs to support media freedom in nine countries across Sub-Saharan Africa.</td>
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<td>March</td>
<td>Major research project on sexual harassment in media workplaces in Southeast Asia with City, University of London.</td>
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<td>Launch of Newsroom Transformation programme in Middle East.</td>
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<td>Event video recordings on site: We now have dedicated member sites for the following topics: reader revenue, premium advertising, newsroom transformation, and audience engagement.</td>
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<td>The 2nd edition of the Changemakers Webinar Series was a success with 173 registrations.</td>
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<td>May</td>
<td>WAN-IFRA announces major 1M euros media development partnership with Norwegian Ministry of Foreign Affairs.</td>
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<td>WAN-IFRA “Print Innovation Awards 2021” open for entries.</td>
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<td>Becoming Audiences First: Report on Year 1 of Table Stakes Europe</td>
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<td>June</td>
<td>LATAM Media Leaders eSummit 2021.</td>
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<td>French Speaking Reader Revenue Summit.</td>
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<td>WAN-IFRA shortlisted as finalist in the Association Excellence Awards in the category “Best Membership Support During Covid-19”.</td>
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<td>World’s Press Condemns Arrest of Apple Daily Editor-in-Chief.</td>
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<td>Data Science Expert Group: WAN-IFRA launches a new Expert Group to arm data practitioners with powerful journalism analytics</td>
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<td>New Board Leaders Take Office at WAN-IFRA’s Annual Meeting.</td>
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<td>Revised membership structure.</td>
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<td>QUEST toolkit: Release of a new set of resources to help journalists report on science-related topics more effectively.</td>
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<td>Stars4Media unpaired projects are still looking for EU-based partners.</td>
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<td>Indian Media leaders eSummit 2021.</td>
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<td>The Newsroom Summit 2021: 270 registrations</td>
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<td>Twenty-eight news editors and journalists across Asia begin six-month Young Media Leaders Fellowship.</td>
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<td>Finalists Digital Media North America announced.</td>
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## Highlights

### July-October 2021

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<tr>
<th>July</th>
<th>August</th>
<th>September</th>
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<th>November</th>
<th>December</th>
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<td><strong>185 media professionals and 76 media organisations selected as grantees in the second round of Stars4Media annual programme in which WAN-IFRA is a partner.</strong></td>
<td><strong>WAN-IFRA and the Tecnológico de Monterrey have published a first-of-its-kind report on the news publishing industry in Mexico. A new cohort of APAC news media companies embark on the 2d edition of the Newsroom and Business Transformation Asia.</strong></td>
<td><strong>New Programme launched to Improve Climate Change Journalism.</strong></td>
<td><strong>13 Oct: World Printers Summit.</strong></td>
<td><strong>WAN-IFRA Print Innovation Annual Awards</strong></td>
<td><strong>Paris Peace Forum: WAN-IFRA Media Freedom presents its Strengthening African Media programme at this year’s Forum.</strong></td>
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<td><strong>Winners announced for the African Digital Media Awards 2021.</strong></td>
<td><strong>WAN-IFRA announces 2021 European Digital Media Awards winners. South China Morning Post tops haul with nine winning entries at 20th Asian Media Awards.</strong></td>
<td><strong>Golden Pen of Freedom laureates Maria Ressa and Dmitry Muratov awarded Nobel Peace Prize.</strong></td>
<td><strong>26 Oct: European Printers Summit.</strong></td>
<td><strong>Three outstanding Newsroom Leaders Named Laureates at WAN-IFRA Women in News Editorial Leadership Award.</strong></td>
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<td><strong>Afghan Journalist Appeal to host our fund Afghan journalists in distress.</strong></td>
<td><strong>Singapore Press Holdings sweeps Digital Media Awards Asia 2021 with six wins.</strong></td>
<td><strong>WAN-IFRA joins 50 organisations from around the world to urge G7 countries to prioritise journalists in their deliberations about the deteriorating situation in Afghanistan.</strong></td>
<td><strong>WAN-IFRA's World News Media Congress goes virtual (29 Nov-2 Dec).</strong></td>
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<td><strong>WAN-IFRA condemns attacks against La Prensa in Nicaragua.</strong></td>
<td><strong>WAN-IFRA and WEF stand with South Korean media in fight against “fake news” law.</strong></td>
<td><strong>New WAN-IFRA business innovation programme in Latin America.</strong></td>
<td><strong>11-13 Nov: WAN-IFRA at Paris Peace Forum.</strong></td>
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<td><strong>WAN-IFRA Women in News in News Expands In Southeast Asia With Launch In The Philippines.</strong></td>
<td><strong>WAN-IFRA condemns threats against media outlets in Mexico by criminal groups.</strong></td>
<td><strong>WAN-IFRA Women in News Launches Social Impact Reporting Initiative For Climate Crisis Coverage.</strong></td>
<td><strong>17 Nov: WAN-IFRA India – Printer Summit 2021.</strong></td>
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<td><strong>24 Aug: Digital Media Asia 2021 with record 920 attendees from 330+ companies across 43 countries.</strong></td>
<td><strong>New WAN-IFRA business innovation programme in Latin America.</strong></td>
<td><strong>29 Nov-02 De: Virtual World News Media Congress 2021.</strong></td>
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<td><strong>Following WAN-IFRA’s global campaign, Korean authorities step back from their alarming revision to the media arbitration act.</strong></td>
<td><strong>500 newsrooms join World News Day (28 Sept) to amplify fact-based climate journalism.</strong></td>
<td><strong>WAN-IFRA Women in News Launches Social Impact Reporting Initiative For Climate Crisis Coverage.</strong></td>
<td><strong>30 Nov: Digital Media Awards Worldwide.</strong></td>
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<td><strong>New Research shows extent of sexual harassment in African Media.</strong></td>
<td><strong>7 Sept: Digital Media Europe 2021.</strong></td>
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<td><strong>330+ participants to Digital Media Africa</strong></td>
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### Additional Information

- **Afghan Journalist Appeal to host our fund Afghan journalists in distress.**
- **Golden Pen of Freedom laureates Maria Ressa and Dmitry Muratov awarded Nobel Peace Prize.**
- **WAN-IFRA condemns Pakistan plan for strict control over media.**
- **Malawi Media Freedom Committee officially launched.**
- **1 Oct: Digital Subscription Bootcamp, India 2021**
- **4 Oct: Digital Media LATAM 2021.**
- **13 Oct: World Printers Summit.**
- **26 Oct: European Printers Summit.**
- **29 Nov-02 De: Virtual World News Media Congress 2021.**
- **30 Nov: Digital Media Awards Worldwide.**
- **WAN-IFRA Women in News Launches Social Impact Reporting Initiative For Climate Crisis Coverage.**
- **New WAN-IFRA business innovation programme in Latin America.**
- **WAN-IFRA Women in News Expands In Southeast Asia With Launch In The Philippines.**
- **Following WAN-IFRA’s global campaign, Korean authorities step back from their alarming revision to the media arbitration act.**
- **500 newsrooms join World News Day (28 Sept) to amplify fact-based climate journalism.**
- **7 Sept: Digital Media Europe 2021.**
- **WAN-IFRA Print Innovation Annual Awards**
- **Paris Peace Forum: WAN-IFRA Media Freedom presents its Strengthening African Media programme at this year’s Forum.**
- **Three outstanding Newsroom Leaders Named Laureates at WAN-IFRA Women in News Editorial Leadership Award.**
MEDIA SUSTAINABILITY

We provide our members with professional services to help their business prosper.

In 2021, we have brought together 8,000+ Media professionals throughout 120 countries. They attended 60+ events, including 14 conferences, 50 Webinars, Training & coaching Sessions, and Award Ceremonies.

We have been rallied by 220 News titles published by 50 corporate members, and 180 individual young media professionals coming from 23 countries.

Together, we have raised 2 M€ to fund our exclusive special programmes and support our members in Europe, Asia Pacific, South Asia, Middle East and LatAm.
The positive trend in membership growth and retention is the result of increased exposure of WAN-IFRA’s public campaigns and initiatives including high-level attendance to our programme of conferences and the expansion of our special tuition-free programmes in Europe, Latin America, the Middle-East region, South Asia and Africa.

- **SPECIAL PROGRAMMES - POWERFUL DRIVERS OF CHANGE**
  With the support of private and public donors, WAN-IFRA adds value to membership with a series of tuition-free transformation programmes in Europe, Latin America, the Middle-East region, South Asia and Africa.

- **WIDER IMPACT FOR CONFERENCES AND ONLINE PLATFORMS**
  Record registrations at Digital Media Asia (881 persons from 337 companies from 43 countries), and Digital Media LatAm.

- **WORLD EDITORS FORUM CHAMPIONS CLIMATE EMERGENCY**
  The World Editors Forum has raised its global impact with record breaking participants to World News Day campaign (this year, the campaign rallied 480 newsrooms) and the growth of Climate Change and Journalism initiatives in the framework of its Science in the Newsroom programme.

- **PRINT AND PRODUCTION ACTIVITIES RESHAPED**
  The Print community has now a comprehensive offering of events with the World Printers Summit as the virtual learning conference with best practices while the European and Indian Printing Summits provide the in-person, ‘unconference’ event for networking with peers and dedicated meetings with suppliers.
50 New Corporate Members 2021

24 Media (Greece)
1plusX AG (Switzerland)
Aga Khan University (Nigeria)
L’Agefi (France)
Agora SA (Poland)
Athesia S.p.A. / L’Arena (Italy)
Alayyan Group (Jordan)
Baylis Media (United Kingdom)
CRUX Knowledge (United Kingdom)
Dagens Næringssliv (Norway)
DanAds International AB (Sweden)
Diari de Tarragona (Spain)
Digitalhaus Franken GmbH (Germany)
Euractiv Media Network (Belgium)
Faire Oy (Finland)
Foreca Ltd. (Finland)
FotoWare (Norway)
Funke Mediengruppe (Germany)
Kapero Consulting (Sweden)
La Voz de Almeria (Spain)
L’Orient Le Jour (Lebanon)
Mediapart (France)
Mensagem de Lisboa (Portugal)
NDC Mediagroep (Netherlands)
Nederlands Dagblad (Netherlands)
Neue Westfälische (Germany)
Newsback (France)
Noticias MVS (Mexico)
NWT Gruppen AB (Sweden)
L’Opinion (France)
Ostfriesland ZGO (Germany)
Piano Software (USA)
Reach plc (UK)
RP Digital/Rheinische Post (Germany)
Scope Content (Switzerland)
Schwäbisches Tagblatt (Germany)
Smartico (Bulgaria)
SunStar Publishing (Philippines)
Telangana Publications (India)
The Conversation (UK)
The Trust Project (USA)
Tipser (Sweden)
TyC Sports (Argentina)
Ultima Hora (Spain)
United Jordan Press (Jordan)
UpScore (Germany)
Verlag Parzeller (Germany)
WordProof (Netherlands)
Universita Iulm (Italy)
Zephr (UK)
180 New Individual Members

participating to the Stars4Media Innovation Programme for Young Professionals
Season 2

Media professionals, media organisations and tech companies cooperate around bottom-up Initiatives to test ideas and technologies, develop new business models and produce journalistic content.

Stars4Media is co-financed by the EU pilot action - “Exchange of media ‘rising stars’ to speed up innovation and increase cross-border coverage”
8,000+ registrations from January-October 2021, to our series of Conferences, Webinars, AND Coaching Programmes.

Regional breakdown of unique individual registrations:

- APAC: 30%
- Europe: 26%
- Latin America: 19%
- South Central Asia: 9%
- Africa: 8%
- Middle East North Africa (MENA): 4%
- North America: 4%

Top 20 countries:
- India
- Singapore
- Spain
- Mexico
- Germany
- Philippines
- United States
- Argentina
- Indonesia
- France
- Brazil
- United Kingdom
- Colombia
- Viet Nam
- Malaysia
- Taiwan
- South Africa
- Japan
- Hong Kong
- Kenya
WAN-IFRA has significantly increased its content production over the past two years, resulting in higher engagement with all its newsletters (30,000 subscribers in 2021).

Since the pandemic...

- 2020: 18% more content on the news site.
- 2021: 20% more content on the news site.
With the support of foundations, private and public donors, WAN-IFRA has rolled out and expanded a series of tuition-free programmes for its member communities in Europe, Latin America, the Middle-East, South Asia and Africa.

**Table Stakes Europe**
The year-long programme is a performance-based transformation effort focusing on audiences and the digital capabilities needed to serve them. The participating news media companies are provided coaching, methodologies and frameworks to achieve measurable success to a key challenge facing the individual news enterprise. The only cost to participating companies will be the commitment and travel to the 4-5 meetings in Europe over a year. Where: EUROPE

**Newsroom and Business Transformation**
Designed to accelerate transformation in news companies, NBTA’s five-month-long curriculum supported senior editorial and commercial managers in developing an editorial vision, business strategies, integrate product plans and newsroom processes. Following a successful launch in Asia in 2020, the five-month-long was extended to the Middle East in 2021. Where: APAC, Middle East; LATAM

**Newsroom Cultural Change Ignition**
The Newsroom Cultural Change Ignition is an online executive program that will offer its participants insights and mentoring to trigger cultural change within their companies. The program includes 8 high performance sessions and aimed at media leaders interested in upgrading their digital and management skill-set in order to better lead their organizations’ adaptation to the new reality. Where: LATAM

**Subscription Lab**
The Lab is an intensive four-month programme to help news publishers strengthen digital subscriptions capabilities and grow reader revenue. The programme will include modules on creating loyal paying relationships with readers, optimizing the engagement and subscription funnel, and embracing a reader-first strategy and culture. Where: APAC and LATAM

**Young Media Leaders Fellowship**
Brings together some of the region’s brightest minds in APAC’s news media industry. The aim is to nurture the next generation of media leaders who can contribute effectively to the pursuit of good journalism and build capacity in their newsrooms to meet the needs of their societies in these uncertain times. Where: APAC

**Science in the Newsroom**
The programme consists of high-impact training, sharing of the best newsroom practices and a global summit for science reporters. It seeks to bridge gaps in specialist health and science reporting skills, and better tell stories to address misinformation around complex issues and build greater trust in newsrooms’ ability to meet the information needs of the communities they serve. Where: APAC, SOUTH ASIA & AFRICA
The performance-based transformation programme has a deep, profound — and crucially, sustainable impact on participating groups. TSE news enterprises emerge with pragmatic and thorough understanding at the audiences-first strategy for local journalism sustainability, crucial shifts in workflows, skills, and data usage in the newsroom.

* 58 news organisations
* 300+ participants
* 10 countries

* 2019-2022
Patricia Fonseca
Diretora Editorial Mediotejo

There are happy days. Today you’re one of them. It was a year of intense training with the mentoring of the World Association of News Publishers (WAN-IFRA) and the Google News Initiative, which is now coming to an end. Or not.

We move on, with (even more) sleeves rolled up.

When I started the Wan-Ifra Table Stake Europe programme for Les Editions de L’Avenir Presse, I felt like I was at the foot of quite a mountain (and a bit exhausted by 3 days of exchanges and training on themes I barely knew).

Patiently, early wins by early wins, week after week, meeting after meeting... the mini-publishers project took shape. And little by little, things started to move. With the precious help of our coach Valérie Arnould, who was also there to encourage, to blow on the embers just when it was needed...What a pleasure to see the teams of colleagues set up and trace their route in autonomy. One of the most profound models of change that I have ever experienced.

Nicolas L. Fromm
Managing Director Digital NOZ MEDIEN & mh:n MEDIEN

“Ideas do not implement themselves. People do it. Organisations do it ». Thank you Nick Tjaardstra from WAN-IFRA for two exciting and challenging years of "Table Stakes Europe" and a great discussion with our Head of Paid Content Jan today in Hamburg. We’ve been proud to participate with NOZ/mh:n MEDIEN and NOZ Digital. TSE is a programme conceived primarily (but not only) for local and regional news organisations to help drive digital revenue growth by re-focusing on audiences.

Arnaud Wery
Journalist Les Editions de l’Avenir

Tjaardstra from WAN-IFRA for two exciting and challenging years of “Table Stakes Europe” and a great discussion with our Head of Paid Content Jan today in Hamburg. We’ve been proud to participate with NOZ/mh:n MEDIEN and NOZ Digital. TSE is a programme conceived primarily (but not only) for local and regional news organisations to help drive digital revenue growth by re-focusing on audiences.
What our members say about Table Stakes

Bérénice Lajouanie: « Thank you very much for the participation of Les Echos in the TSE Class of 2021. We LOVED the programme! And the results are there, both in terms of product innovations and our operations. TSE has helped us to take a giant step forward in our digital transformation. »

Pedro Rullan Serra: « It was a great time and experience being TSE members of this fabulous and careful family. This certificate needs to be shared with all TSE mentors, organizers, and other publisher teams. »

Estefania Nicolas: « Thank you so much to TS team and also DN whole team!! It has been a great 1st step in this journey, let’s go for the second J!! »

Sheila Reilly: « Thank you and thanks for all your help throughout the year, it’s been a lovely experience, very useful. From a personal point of view, doing TSE helped me settle into my new role in the Examiner. »

Michael Sheehan: « I want to take this opportunity to thank all of the Table Stakes team for the help and support over the last 12 months - I particularly want to call out Alexandra for the guidance as a coach, Nick for the initial support in getting us on the program, and throughout, Laurel for the unenvioustask of trying to coordinate everything remotely and of course Doug for enthusiasm and insight on zooms over the course. It was a pleasure to be involved and as I mentioned to Alexandra last week, despite the challenges that Covid presented we feel that we have taken learnings from the course that will help us as we coordinate and take on our next challenge. »

Daniel Focke: « thank you very much. It was an astonishing year and a wonderful journey with Doug, the WAN-IFRA-Team and everybody. »

Remy Chételat: « Thank you ! This diploma will be proudly hung on the newsroom wall. With the pictures of all the actors of TSE, in particular the one of Doug and Stéphane. »

Ramona Adolf: « thank you so much for the certificate! We will make sure it gets a special place in the newsroom to remind us of how far we have come due to this very special programme. We would also like to thank the whole TSE Team again. Being a part of TSE was tremendously helpful and changing our workflows that fast wouldn’t have been possible without you. It was such a pleasure working with all of you and we would love to continue the cooperation by being a part of the Alumni group. »
The EU-funded project QUEST has released a new set of resources that help journalists report on science-related topics more effectively. The resources are a culmination of two years of research that examined the challenges and pressures science reporters face in today’s fast-paced media environment.
In 2021, the programme received more than 80 innovation projects after its first round of applications. They represent 330 professionals from 17 countries.

This year, partner news organisations will receive a grant of up to €16 000 to help develop and test the selected projects in their market.
Challenge of Climate Crisis, the WEF programme launched with support from Temasek Foundation

This six-module, live, online course, delivered by experienced editors and journalist trainers, equip participants with the skills to understand, read and interpret the science and journals.

Participants learn how to deal with the challenges faced by reporters covering environmental issues - from misinformation and conspiracy theories to spin and vested interests. What content works with audiences and how best to tell the story? What tools can be used to engage readers?
The first international **Community of practice** of its kind Launched in June 2021.

Monthly meet-ups, online forum, resource center for Data Analysts, Data Scientists, Data Engineers, Data Team Leads.

**150 individual members** in Europe, APAC, Africa, North America.
World News Day celebrates the value of journalism and showcase the impact it has on the lives of their audience.

In 2020, 186 newsrooms participated. This year, the campaign rallied 480 newsrooms.

World News Day is a campaign run by the World Editors Forum and the Canadian Journalism Foundation.

#JournalismMatters | September 28
WAN-IFRA members only online resource center now includes a selection of video recordings of our events.
In 2021, they funded news organisations joining one of our four core programmes to train and coach media professionals throughout 21 countries.

Together, we raised €11 million from our donor partners to support our Media Freedom campaigns and media development work in our programmatic period 2019-2023.

We protect the rights of journalists around the world to operate free media.
Three strategic pillars guide WAN-IFRA's Media Freedom work and shape our approach to partners. They focus on Equality, Safety, and Stability in the news media. They are implemented across all programmes in 21 intervention countries.

**Afghan Appeal** Freedom of the press is fragile and concerns us all. Solidarity between those who are privileged to enjoy it and those who are deprived of it is essential to the defense of basic human rights. Afghanistan needs international solidarity to prevent the extinction of Afghan journalism.

Golden Pen of Freedom laureates Maria Ressa and Dmitry Muratov awarded Nobel Peace Prize.

**PRESS FREEDOM**
- International protest campaigns: Apple Daily (HK), EU/Turkey, IOC / Winter Olympics-China., Pakistan, Nicaragua, South Korea, Mexico, Cuba, India, Portugal.
- Election reporting training for 100 journalists in Zambia.
- Media Freedom Committees in Malawi and Zimbabwe submitted work plans and first activities launched.

**WOMEN IN NEWS**
- WIN has delivered webinars to total audience exceeding 1,000 attendees focusing on topics such as reporting on sexual harassment to best practices in management to online harassment;

**SAFETY OF JOURNALISTS**
- Safety training & Digital security training at WIN Leadership Hub.
- 40 journalists completed training on our online platform (Uganda/Zambia).

**21 MEDIA FREEDOM COMMITTEES**
- WAN-IFRA’s Media Freedom Committees address internal and external challenges to advance media freedom. They help bridge the gap between media and society.

**SOCIAL IMPACT REPORTING INITIATIVE**
- Launched in light of the global health pandemic to support the work of journalists and media to bring the stories of vulnerable or marginalised communities to the mainstream.
Media Freedom

Improving environmental conditions for media freedom
WAN-IFRA’s Afghan Journalist Appeal is aimed at gathering generous goodwill within our global community of publishers call on your support to either host in your newsrooms or fund Afghan journalists in exile or under threats.

Freedom of the press is fragile and concerns us all. Solidarity between those who are privileged to enjoy it and those who are deprived of it is essential to the defense of basic human rights. Afghanistan needs international solidarity to prevent the extinction of Afghan journalism. We thank the publishers who have already responded, and continue to respond, to WAN-IFRA’s Appeal.
ADVOCACY CAMPAIGNS
In support of our members to reduce censorship and champion the editorial and economic independence of news.

Pakistan, 6 October 2021
Nicaragua, 23 August 2021
South Korea, 12 August 2021
Mexico, 10 August 2021
Cuba, 16 July 2021
Hong Kong, 24 June 2021
Hong Kong, 17 June 2021
India, 10 February 2021
Portugal, 1 February 2021
WAN-IFRA’S Media Freedom Committees address internal and external challenges to advance media freedom. They help bridge the gap between media and society.

20 REGIONAL COMMITTEES

Africa  Botswana, Kenya, Malawi, Rwanda, South Africa, Tanzania, Uganda, Zambia, Zimbabwe

Asia   Indonesia, Malaysia, Myanmar, Philippines

Latin America  Colombia, Ecuador, Mexico

MENA  Egypt, Jordan, Palestine
MEDIA FREEDOM COMMITTEES

What they do

- Protests, advocacy statements, industry research, public actions
- Advocacy campaigns, initiatives, partnerships
- Skills training, knowledge sharing, contact groups
- Safety training, newsroom culture, health & well-being
- Missions, reporting trips, content sharing
- Public meetings, media festivals, policy papers

A holistic approach to journalist & newsroom safety

- In-person safety training: Conflict, protests, health and environmental disaster reporting based on local needs
- Certified safety training online available to all partners
- Digital security training
- Safety management training for editors
- Mental health, well-being and trauma
- News organisation safety audits
- Embedded safety officers

Safety training online

200+ journalists trained in 2021 via our platforms in South Africa, Myanmar, the Philippines,...
Golden Pen of Freedom laureates Maria Ressa and Dmitry Muratov awarded Nobel Peace Prize

Free, independent and fact-based journalism serves to protect against abuse of power, lies and war propaganda. Without freedom of expression and freedom of the press, it will be difficult to successfully promote fraternity between nations, disarmament and a better world order to succeed in our time.”

Berit Reiss-Andersen
Nobel committee chair

The Press Freedom Partnership is a public service initiative from The Washington Post to promote press freedom and raise awareness of the rights of journalists worldwide who are in pursuit of the truth.

www.wapo.st/pressfreedom
@wppressfreedom
Strengthening business and editorial competencies of media
BUSINESS, OPERATIONAL & EDITORIAL SUPPORT

WAN-IFRA’S Media development programme delivers customised approaches to address business stability, operational efficiencies and editorial quality across partner newsrooms. Delivered by senior media leaders via a signature media-to-media, peer-to-peer method

- Digital ABC
- In-house coaching
- Digital maturity audits
- Increasing productivity
- Data-led decision making
- Remote leadership
- Audience analytics
SOCIAL IMPACT REPORTING INITIATIVE

Launched in light of the global health pandemic to support the work of journalists and media to bring the stories of vulnerable or marginalised communities to the mainstream

- €352,000 total expenditure since 2020.
- 99 individuals, 39 organisations.
- 1,628 articles produced and published since 2020.
Increasing diversity of Leadership and Voices in the News
“I Will Not Stay Silent” Partnership with ARIJ, IWMF and IREX in Arab Region: WIN has delivered 9 of 11 webinars to total audience exceeding 1,000 attendees focusing on topics such as reporting on sexual harassment to best practices in management to online harassment; A dedicated handbook for journalists on reporting on sexual violence is now in development.

Request by Daily Nation in Zambia to conduct Elections reporting training for staff ahead of presidential election; interest so high another 50 signing up through Zambia Media Freedom Committee - in total more than 100 journalists will be trained on this topic.

Beginning training for Standard Group in Kenya to roll out SH policy (which WIN helped to develop). 15 workshops aimed to train 800 employees in progress.

Release of Africa results on major Sexual Harassment Survey; Arab region and Southeast Asia to follow in Autumn 2021; Other partners supporting mirror research in Russia and Nicaragua (IREX)

Launch of Palestinian SIRI reporting assignments in May in response to Israeli bombings; in parallel conducted safety training for reporters covering conflicts. Builds on proper re-engagement reestablished late 2020

Completion of Somali Accelerator Outreach Programme June 2021 building on IMS/Fojo partnership; Launch of South Sudan Accelerator Outreach Programme – Sept 2021

Our Vision

A media industry in which people are equal. Equal in the way they are portrayed in news content and equal in their professional roles and treatment in the newsroom within stable media organisations.
541 individuals in 15 countries took part in Advisory trainings on Gender Balance, Sexual Harassment, and Stability.

403 senior managers from Advisory partners took part in coaching and training on digital transformation.

134 editors and journalists from across Africa and the Arab region enrolled in the Accelerator.

58 local experts progressed through WIN ToT on Sexual Harassment, Coaching or Gender Balance.

To support our targets, Women in News offers four distinct, yet mutually supporting programmes.
"International Women’s Day is not just a day to celebrate women’s rights; it’s an important chance to reflect on whether we, the media industry, are doing enough to promote gender balance."
Women in News
Editorial Leadership Award

Recipients of the 2021 Award: **Edyth Kambalame**, Editor of The Nation on Sunday in Malawi, has been named Laureate for Africa; **Samia Nakhoul**, Middle East Editor for Thomson Reuters, has been named Laureate for the Arab Region; and **Nyein Nyein Naing**, Editor-in-Chief of the now shuttered 7Day Digital in Myanmar, has been named Laureate for Southeast Asia.
GOVERNANCE

SUPERVISORY BOARD
MEDIA FREEDOM BOARD
WORLD EDITORS FORUM

Report 2021
Incoming World Editors Forum
Board Members
elected in June 2021

World Editors Forum

Liz Corbin
Deputy Head of News, EBU

Phil Chetwynd
Global News Director, AFP

Deirdre Verdon
Deputy Editor, The Irish Times

Piotr Stasinski
Deputy Editor in Chief, Gazeta Wyb.

Elske Schouten
Deputy Editor in Chief, NRC

Jean-Christophe Ploquin
Editor in Chief, La Croix
VICTORIA SVANBERG
Acting President, NWT Gruppen AB, Sweden
Incoming Chair of the Media Freedom Board (June 2021)

The Media Freedom Board guides the strategy of the WAN-IFRA’s Media Freedom division including providing approval and maintaining oversight on funding proposals, programme activities and budgets. The Media Freedom Board is made up of individual members of the WAN-IFRA Executive Committee, Board, or Member Association Directors.
Incoming Supervisory Board Members elected in June 2021

Victoria Svanberg
Acting President, NWT Gruppen

Pål Nedregotten
Executive Vice President, Amedia
Chairman of the Board, MBL

Max Garrido
Managing Director, Bermont

Masahiro Mayurama
CEO and President, Mainichi Newspapers
President NSK
Supervisory Board
68 Members - 46 countries

Argentina Daniel Dessein Presidente La Gaceta
Austria Gerald Grünberger Managing Director VÖZ
Austria Markus Mair Chairman of the Board Styria Media
Austria Alexander Mitteräcker Geschäftsführung Der Standard
Belgium Daniel Van Wylick Chief Editorial Officer Rossel
Belgium Paul Verwilt COO Mediahuis
Bosnia and Herzegovina Mujo Selimovic Publisher Oslobodjenje
Brazil Marcelo Rech Presidente ANJ
Bulgaria Stoyana Georgieva Editor In Chief Mediapool
Phillip Crawley Chief Executive Officer The Globe and Mail
Canada
Chile Juan Diaz President Anp
Colombia Juan Amaya Gerente General El Tiempo
Czech Republic Libuse Smuclerova CEO CZECH NEWS CENTER
Denmark Lars Munch Chairman of the Board JP/Politikens Hus
Denmark Stig Ørskov CEO JP/Politikens Hus
Ecuador Nicolás Pérez Lapentti President ADEPA/Chief Digital Officer El Universo
Egypt Fatemah Farag Director Welad El Balad
Estonia Hans Väre Editor in Chief Sakala
Finland Vesa-Pekka Kangaskorpi CEO and President Keskiusomalainen Oyj
France Jean-Pierre de Kerraoul President ENPA
France Sophie Gourmelen General Manager Le Parisien
France Pierre Louette CEO Groupe Les Echos - Le Parisien
Germany Valdo Leharji jr. CEO Reutlinger General-Anzeiger
Germany Thomas Lindner Chairman of the Board FAZ
Ghana Benedict Assorow Managing Editor Catholic Standard
Hungary Tibor Kovács Director Ringier Axel Springer Hungary
India Shailesh Gupta Director Jagran Prakashan Ltd
India K N Shanth Kumar Director The Printers (Mysore)
India Jacob Mathew Malayala Manorama Company
India Pratap Pawar Chairman Sakal Media Private Ltd.
India DD Purkayastha former MD & CEO ABP Pvt Ltd
Indonesia Andy Budiman CEO KG Media
Ireland Majella Gallagher Managing Director Irish Examiner Ltd
Ireland Stephen Rae Publisher AML Intelligence
Italy Alessandro Bompieri Managing Director Rcs Mediapool
Japan Masahiro Maruyama CEO Mainichi Newspapers Group
Jordan Mohamed Alayyan Publisher United Jordan Press
Korea Seok-hyung Hong Chairman JoongAng Media Network
Luxembourg Paul Beckels President Luxemburger Wort
Moldova, Republic of Petru Macovei Executive Director API
New Zealand Sinead Boucher CEO Stuff Limited
Nigeria Toyosi Ogunseye Head of West Africa BBC World Service
Norway Pål Nedregotten Executive Vice President Amedia
Norway Rolf Dyrnes Svendsen Manager Nxtmedia Lab
Philippines Sandy Prieto-Romualdez CEO Philippine Daily Inquirer

Poland Bartosz Hojka Group CEO Agora SA
Portugal Cristina Soares COO Público Comunicação Social SA
Russian Federation Eugene Abov Vice President GIPP
Singapore Warren Fernandez Editor-In-Chief SPH Media Ltd
Slovakia Alexej Fulmek CEO Petit Press AS
Spain Fernando de Yarza Lopez-Madrazo President Henneo
Spain Max Garrido Managing Director Corporación Bemont
Spain José Manuel Lozano Director General 20minutos
Sri Lanka Sinha Ratnatunga Director Wijeya Newspapers Ltd
Sweden Bengt Braam President Bonnier
Sweden Pia Rehnquist Head of Content at Bonnier News Local
Switzerland Hans Heinrich Coninx Board Member Schweizer Medien
Taiwan George Shuang managing director United Daily News
Ukraine Oleksandr Chovhan President RIA Media
Ukraine Andrii Vdovichenko CEO Burda media
UK Guy Black Group Deputy Chairman Telegraph Media Group
UK Lisa Macleod Engagement Manager FT Strategies
USA Jennifer Bertetto President/CEO Trib Total Media
USA Michael Golden Former Vice Chair, The New York Times
USA Donna Hall Publisher Atlanta Journal-Constitution
USA Prescott Low President Bridges Worldwide
Venezuela Miguel Otero Castillo Presidente Editor El Nacional

*Incoming Board members 2021 are marked in blue*
Supervisory Board
Distribution by country
Supervisory Board
Distribution by gender

2017
Female: 11%
Male: 89%

2020
Female: 22%
Male: 78%

2021
Female: 21%
Male: 79%
join the conversation
we connect the world of news

MEDIA FREEDOM
Protect the rights of journalists around the world to operate free media

MEDIA SUSTAINABILITY
Provide our members with professional services to help their business prosper

MEDIA INNOVATION
Bring the outside in, looking beyond what is already known, and not being limited to current realities