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.

Fernando de Yarza      Vincent Peyrègne
President              CEO
2021 has been a year of contrasting fortunes for press freedom. Despite the hardships accelerated by COVID, journalists across the globe have continued to report the important stories, holding governments and those in power to account. We all acknowledge the tremendous work of these individuals in continuing to bring us the news on top of navigating the difficulties of the ongoing pandemic.

WAN-IFRA also welcomes the efforts of multiple stakeholders in bringing the conversation around the future of news and the viability of independent media to the highest levels. We see solutions being proposed across the board, and while the future is by no means secured, we have greater reason for hope this year than last.

Continuing the positive vein, four new regional Media Freedom Committees and increased support to safety, editorial skills development, and the production of quality news in over 40 newsrooms in Africa and Asia has further strengthened WAN-IFRA’s position as a leading ally to the industry. Our Media Freedom work continues to grow and is proving more vital than ever in these challenging times.

Our concern for the future of Hong Kong, the consequences of the military coup in Myanmar, the shocking takeover by the Taliban in Afghanistan – all of these events, and more, have focused our attention this year on the fragility of a free press, and what disastrous consequences there are when it is no longer able to function.

We would like to take this opportunity to thank those of you from our membership who stepped up to support colleagues through our Afghan Journalist Appeal. Solidarity in times of need is something our industry recognises more than most.

And we congratulate our Golden Pen laureates Maria Ressa and Dmitry Muratov, who were awarded this year’s Nobel Peace Prize – the ultimate confirmation of something we have all known for so long: the importance of quality journalism.

BUT, at the same time, their prize is a stark reminder that journalists continue to be threatened for doing this essential work. Over 20 journalists have been confirmed killed because of their work this year. Nearly 300 remain in jail.

We still have a long way to go before the world’s press can be said to be truly free…

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.
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 Dis Information, 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
➡ Smart 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
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<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
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<tr>
<td>WAN-IFRA Unveils New Brand Identity with Redesigned Logo and Website.</td>
<td>Release of the World Editors Forum’s Handbook Journalism in the Age of the Pandemic.</td>
<td>Launch of Newsroom Transformation programme in Middle East.</td>
<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>
<td>WAN-IFRA “Print Innovation Awards 2021” open for entries.</td>
<td>French Speaking Reader Revenue Summit.</td>
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<td>Young Media Leaders Fellowship 2020 Successfully concluded on Jan 21</td>
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<td>The 2nd edition of the Changemakers Webinar Series was a success with 173 registrations.</td>
<td>Becoming Audiences First: Report on Year 1 of Table Stakes Europe</td>
<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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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.

Winners announced for the African Digital Media Awards 2021.

WAN-IFRA announces 2021 European Digital Media Awards winners. South China Morning Post tops haul with nine winning entries at 20th Asian Media Awards.

Afghan Journalist Appeal to host our fund Afghan journalists in distress.

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.

WAN-IFRA condemns attacks against La Prensa in Nicaragua.

New Programme launched to Improve Climate Change Journalism.

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.

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


13 Oct: World Printers Summit.

26 Oct: European Printers Summit.


500 newsrooms join World News Day (28 Sept) to amplify fact-based climate journalism.

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European Printers Summit.


30 Nov: Digital Media Awards Worldwide.

WAN-IFRA Print Innovation Annual Awards


Three Newsroom Leaders Named Laureates at WAN-IFRA Women in News Editorial Leadership Award.

Winning EU-funded bid (€8,000,000) with DT Global and EJC: Supporting Independent Media in European Neighbours countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine).

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WAN-IFRA members

Distribution by country - number of corporate and association members 2021
60 New Members in 2021 including

24 Media ( Greece)
1plusX AG ( Switzerland)
Aga Khan University (Nigeria)
L’Agefi ( France)
Agora SA (Poland)
Alfresia S.p.A. / L’Arena (Italy)
Alayyan Group (Jordan)
Baylis Media ( United Kingdom)
Czech News Center (Czech Republic)
CRUX Knowledge (United Kingdom)
Dagens Næringsliv (Norway)
DanAds International AB (Sweden)
Diari de Tarragona (Spain)
Digitalhaus Franken GmbH (Germany)
Economia (Czech Republic)
Euractiv Media Network (Belgium)
Fiare Oy (Finland)
Foreca Ltd. (Finland)
FotoWare (Norway)
Funke Mediengruppe (Germany)
Kapero Consulting (Sweden)
La Voz de Almena (Spain)
L’Orient Le Jour (Lebanon)
Mediapart (France)
Messagé de Lisboa (Portugal)
NDC Mediagroep (Netherlands)
Nederlands Dagblad (Netherlands)
Neue Westfälische (Germany)
Newsback (France)
Noticias MVS (Mexico)
NWT Gruppen AB (Sweden)
Ostfriesland ZGO (Germany)
Piano Software (USA)
Reach plc (UK)
Rheinische Post / RP Digital (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)
Université Iulm (Italy)
Zephr (UK)
105 New Members in 2020 - 2021

Membership contribution (publishers, affiliates, suppliers, individuals)
distribution by country - in euro
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”

180 New Individual Members
MEDIA SUSTAINABILITY

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

In 2021, we have brought together 9,500+ Media professionals throughout 125 countries. They attended 60+ events, including 14 conferences, 50 Webinars, Training & coaching Sessions, and Award Ceremonies.

We have been rallied by 220 News titles and online brands 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.
Media Sustainability

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.
EVENTS PARTICIPATION
January - December 2021

9,500+
registrations
to our series of Conferences, Webinars, Training and Coaching Programmes.

Regional breakdown of unique individual registrations

- APAC 27%
- Europe 25%
- Latin America 17%
- South & Central Asia 13%
- Africa 8%
- MENA 5%
- North America 5%

Not including Media Freedom & Media Development activities
125 countries

EVENTS PARTICIPATION
January - December 2021

Not including Media Freedom & Media Development activities
<table>
<thead>
<tr>
<th>Media Leaders</th>
<th>Editors &amp; Journalists</th>
<th>Digital Revenue Managers</th>
<th>Printing &amp; Production Managers</th>
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<tr>
<td>World Media Leaders Summit @ Congress</td>
<td>World Editors Forum @ Congress</td>
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PUBLICATIONS AND INSIGHTS

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.
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

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.
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.
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.
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 unenviable task 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. »

Rémy 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.
On September 28, The Canadian Journalism Foundation (CJF) and the World Editors Forum (WEF) led the fourth annual World News Day (WND) to highlight the critical role of fact-based journalism in telling the story of the climate crisis.

Global news titans, international heavyweights, national stalwarts, and local news champions - 500 news outlets in total - used World News Day as a launchpad to showcase the very best climate journalism from around the world.
Global Campaign Sample Coverage

WND’s global campaign touched six continents and reached millions of people, demonstrating the enormous power and impact of collective global action.

This year’s flagship virtual event was a 75-minute web show entitled World News Day: The Climate Crisis.

The campaign was supported by principal sponsor Google News Initiative (GNI), sponsor Lippo Group, and in-kind supporters Global News and Cision.
WAN-IFRA members only online resource center now includes a selection of video recordings of our events.
MEDIA FREEDOM

We protect the rights of journalists around the world to operate free media.

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

In 2021, they funded 120 news organisations joining one of our four core programmes to train and coach 1000+ media professionals throughout 21 countries.
Media Freedom

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.

Media Freedom Committees in Malawi and Zimbabwe submitted work plans and first activities launched. Regional Media Freedom Committees are now active in 20 countries. They address internal and external challenges to advance media freedom. They help bridge the gap between media and society.

**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). In response to the crisis in Afghanistan we launched SIRI Afghanistan and have been administering funds (slowly) to women journalists who remain in Afghanistan - many of whom are internally displaced. We have pledged a further 100k to supporting Women journalists in Afghanistan throughout 2022.

**EDITORIAL GRANTS: 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.

More than 150 organisations applied for the climate reporting grants. And more than 200 individual applications have been received for the special climate reporting individual assignments ran in recognition of World News Day.
Media Freedom

Improving environmental conditions for media freedom
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,…
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
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
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
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.
- 200 individuals, 150 organisations.
- More than 3,000 articles produced and published.
Women in News

Increasing diversity of Leadership and Voices in the News
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.
Women in News

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:

WIN ACCELERATOR
WIN ADVISORY
WIN SOCIAL IMPACT REPORTING INITIATIVE
WIN INSIGHTS
We partner with media organisations and individuals to close the gender gap in news. We do so in the belief that balanced newsrooms, boardrooms and content are key to building resilient news organisations.

Our programmes empower people and organisations to work together in support of a healthier, lasting and inclusive news industry.

- **Extensive training in Sexual Harassment** continued within Africa Advisory; WIN joins ‘I Will not Stay Silent’ Coalition with ARIJ to collaborate on 11 webinars on managing sexual harassment delivered to more than 1000 estimated individuals in total; Sexual harassment research released for Africa and Russia; visual data tool now ready for roll-out; SH materials copied and released throughout LatAm

- 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 **Sexual Harassment Policy**. 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.

- Launch of Palestinian SIRI’s **editorial grants** for 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**.


- Usage of the **Gender Balance Tracker** has enabled a 40% reduction in time spent in manual tracking - a big improvement over last year.
## Gender Balance Tracker

Is your content gender balanced? Check how gender balanced your content is and what you need to change. It's a free tool for media organisations, reporters, anyone. Know it to change it!

Usage of the tracker has enabled a 40% reduction in time spent in manual tracking - a big improvement over last year.

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### Products

<table>
<thead>
<tr>
<th>Products</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td><strong>Quick Tracker</strong></td>
<td>Quickly check how gender balanced your writing is by pasting it into our simple tracking tool. It's free and you don't need to set up an account.</td>
</tr>
<tr>
<td><strong>Individual App</strong></td>
<td>A free app to track gender balance in all of your reporting over time. Analyse both un-published and published content. Create and store reports.</td>
</tr>
<tr>
<td><strong>Media App</strong></td>
<td>COMING SOON: An app for media organisations to internally track gender balance across content on their news site over time. Please contact us to find out more.</td>
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[wanifra.inkylab.com](wanifra.inkylab.com)
"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
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<tr>
<th>Country</th>
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<th>Title/Position</th>
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<td>CEO Groupe Les Echos - Le Parisien</td>
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<td>Presidente Editor El Nacional</td>
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* Incoming Board members 2021 are marked in blue*
Supervisory Board
Distribution by country and gender
Newest World Editors Forum Board Members

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
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.
Newest Supervisory Board Members

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
Incoming Supervisory Board Members

- Bartosz Hojka
  Group CEO Agora Poland

- Andy Budiman
  CEO KG Media Indonesia

- Mohamed Alayyan
  Publisher & Chairman United Jordan Press

- Benedict B. Assorow
  Managing Editor Catholic Standard Ghana

- Nicolás Pérez Lapentti
  CDI E1 Universe | President AEDEP Ecuador

- Mohamed Alayyan
  Publisher & Chairman United Jordan Press

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  Editor in Chief Sakala Estonia

- Andrey Vdovychenko
  Managing Director Burda Media Ukraine
# Re-elections Supervisory Board Members

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<tr>
<th>First Name</th>
<th>Last Name</th>
<th>Title</th>
<th>Company</th>
<th>Country</th>
<th>Number of Mandates</th>
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<td>Coninx</td>
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We can do so much more because of you.

Investing in press freedom and sustainable business models to support it benefits us all. We would not accomplish our goals without the support, involvement and enthusiasm of our sponsors and donors.
Thank you for your support
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