Highlights 2022
Media Sustainability
Press Freedom & Media Development
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

#### TECHNOLOGY AND INNOVATION
- Smart Data & Analytics
- Audiences-centric strategy

#### MEDIA FREEDOM
- Print Supply Chain
- R&D and Emerging trends
- Immersive Content
- Artificial Intelligence

#### 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>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
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</thead>
<tbody>
<tr>
<td>Global study analysing sexual harassment in newsrooms released by WAN-IFRA Women in News.</td>
<td>FIFA/Qatar advocacy campaign with association members.</td>
<td>Digital Media India and Middle East Media Leaders’ Summit with growing participation numbers compared to previous years.</td>
<td>Inaugural Philippines Leadership Accelerator group completes training programme.</td>
<td>Nikkei Asia and Media Indonesia emerge as the biggest winners in this year’s Asian Media Awards.</td>
<td>Coordination of new microsite showcasing African Media Grants ($270,000 of support to 27 African media companies to produce environmental coverage)</td>
</tr>
<tr>
<td>Five Journalists Murdered in 2022: World’s Press Demands Action in Mexico.</td>
<td>WAN-IFRA president urges support for independent media. World’s press calls on public support as Russia silences critical reporting.</td>
<td>WOMEN IN MEDIA: Launch of #SaferMedia project with African newsrooms. Conclusion of the African Media Grants initiative.</td>
<td>The CMS Day Solution Day and Newsroom Summit gathered over 42 speakers and moderators from over 15 countries. 307 registered participants from 62 countries.</td>
<td>The CMS Day Solution Day and Newsroom Summit gathered over 42 speakers and moderators from over 15 countries. 307 registered participants from 62 countries.</td>
<td>WAN-IFRA joins a pilot with Oxford Internet Institute to explore how Web3 technologies and DAO (Decentralised Autonomous Organisation) will impact news media.</td>
</tr>
<tr>
<td>Nicky7 Asia and Media Indonesia emerge as the biggest winners in this year’s Asian Media Awards.</td>
<td>Women in News releases an automated gender balance tracker tool, in English and Arabic, to help news organisations understand their blind spots.</td>
<td>Ukraine: Coordination with MBL, Norske Skog, Agora and AIRPPU for purchase and delivery of 48 tonnes of newsprint. Negotiation of insurance for local media scheme.</td>
<td>UNESCO DataspHERE Initiative: a global network of stakeholders building agile frameworks to responsibly unlock the value of data for all.</td>
<td>UNESCO DataspHERE Initiative: a global network of stakeholders building agile frameworks to responsibly unlock the value of data for all.</td>
<td>Digital Media Europe Study Tour in Oslo sold out and technically overbooked.</td>
</tr>
<tr>
<td>Indian Media eLeaders Summit planned for 28-30 June.</td>
<td>Launch of WIN Accelerator for Media in Exile in Myanmar in partnership with IMS.</td>
<td>Coordination of new microsite showcasing African Media Grants ($270,000 of support to 27 African media companies to produce environmental coverage)</td>
<td>Coordination of new microsite showcasing African Media Grants ($270,000 of support to 27 African media companies to produce environmental coverage)</td>
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<td>Coordination of new microsite showcasing African Media Grants ($270,000 of support to 27 African media companies to produce environmental coverage)</td>
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</table>
Media professionals throughout 120 countries in Europe, Asia-Pacific, South Asia, Africa, the Middle East and Latin America.

We have brought together 6,300 media professionals in the first six months of 2022.

They attended 107 professional events, including conferences, webinars, workshops, and training & coaching sessions.

In the same period, we have been rallied by 46 news publishers, media tech entrepreneurs, corporate members, and individual members.

WAN-IFRA provides its members with professional services to help their business prosper.
New Members
January-June 2022

ADAC Germany
Agencia EFE Spain
Agfa Offset Germany
AJU News Corporation South Korea
Allied Newspapers Malta
Axel Springer Print Management Germany
Biuro Reklamy Mediow Lokalnych Poland
Centi Switzerland
CGI Business Consulting France
Daejeon Ilbo South Korea
Daily Rozan Pakistan
Dong-A Ilbo South Korea
Editorial Atlantida Argentina
El Cronista Comercial Argentina
Europa Press Spain
FT Strategies United Kingdom
Hankook Ilbo South Korea
Ibec Global Belgium
Journexx Germany
Justt Germany
La Diaria Uruguay
Maekyung Media Group South Korea
MM ONLINE SA DE Mexico
Nordot USA
Paperview Systems Portugal
Roxen Internet Software Sweden
Seedtag Spain
Smartocto Netherlands Netherlands
Techniweb France
The Asia Business Daily South Korea
The Financial Times / FT Strategies United Kingdom
The Kukmin Ilbo South Korea
The Kyeonggi Ilbo Daily South Korea
The Segye Times South Korea
Trans Euro Media France
TSB Media Venture India
Viafoura Canada
WAN-IFRA resumed in-person meetings with first cannula conference hosted by Schibsted in Oslo and Table Stakes Europe in London.

The overall financial outlook has significantly improved since the beginning of the year. Congress, Middle East conference, World Printers Forum and LatAm activities deliver higher than expected figures. Congress in Zaragoza continues to receive great interest.

The Ukraine war and the resultant inflationary pressures are potential risks though.

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**ONGOING STRONG ATTENDANCE TO ONLINE EVENTS**

The online Newsroom Summit (26-28 April) and CMS Day Solution Day gathered over 42 speakers and moderators from over 15 countries. 307 registered participants from 62 countries. Global eSummit: Journalism and the Climate Change in February (710 registered participants), Middle Eastern Media Leaders eSummit 2022 in March (462 registered participants), the Asian Media Leaders Summit and the LATAM Media Leaders eSummit in May (430 registered participants each).

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**TAILOR-MADE INDIVIDUAL ADVISORY PROGRAMMES ON THE RISE**

The demand for individual bespoke programmes (coaching and advisory services, in house study tours, strategic workshops, market researches…) demonstrates the quality of the services and expertise delivered by our international teams in Europe, LatAm, India, Asia and Africa.

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**NEW TECH TALENTS JOIN OUR GLOBAL MEMBERSHIP COMMUNITY**

WAN-IFRA enjoys a growing stream of support from emerging media tech entrepreneurs and individuals that joined the organisation in the past 10 months.

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**DIVERSIFIED FINANCIAL RESOURCES FOR INCREASED SUPPORT TO MEMBERS**

Thanks to the groundwork laid by the Global Alliance of Media Innovation, WAN-IFRA is paving the way for an increasing number of projects supported by international public institutions, notably through European Community research funds. This diversification of the organisation’s financial resources keeps membership fees at attractive levels and allows the development of our portfolio of members’ benefits.
### 2600 PARTICIPANTS
**FEBRUARY - JUNE 2022**

<table>
<thead>
<tr>
<th>FEBRUARY</th>
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<tbody>
<tr>
<td>22-23</td>
<td>Journalism and the Climate Change eSummit</td>
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<table>
<thead>
<tr>
<th>MARCH</th>
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<tbody>
<tr>
<td>08-09</td>
<td>Digital Media India</td>
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<tr>
<td>23-24</td>
<td>ME Media Leaders eSummit</td>
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<table>
<thead>
<tr>
<th>APRIL</th>
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<tr>
<td>26-27</td>
<td>Newsroom Summit</td>
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<table>
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<tr>
<th>MAY</th>
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<tbody>
<tr>
<td>18-19</td>
<td>World Printers Summit</td>
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<tr>
<td>24-26</td>
<td>Asian Media Leaders eSummit</td>
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<table>
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<tr>
<th>JUNE</th>
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<tbody>
<tr>
<td>01-02</td>
<td>Digital Media Europe, Oslo</td>
</tr>
<tr>
<td>28-30</td>
<td>Indian Media Leaders eSummit</td>
</tr>
</tbody>
</table>

### NEXT CONFERENCES
**JULY - NOVEMBER 2022**

<table>
<thead>
<tr>
<th>JULY</th>
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<tbody>
<tr>
<td>12-13</td>
<td>Digital Media Africa Virtual</td>
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<table>
<thead>
<tr>
<th>SEPTEMBER</th>
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<tbody>
<tr>
<td>28-30</td>
<td>World News Media Congress Zaragoza</td>
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<table>
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<tr>
<th>OCTOBER</th>
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<tr>
<td>26-27</td>
<td>European Printers Summit Frankfurt</td>
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<tr>
<td>19-20</td>
<td>French Annual Forum Paris</td>
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<table>
<thead>
<tr>
<th>NOVEMBER</th>
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<tbody>
<tr>
<td>03-04</td>
<td>Digital Media Asia Singapore</td>
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<tr>
<td>16-18</td>
<td>LatAm Digital Media Mexico</td>
</tr>
<tr>
<td>29-30</td>
<td>Middle East Digital Media Ryad</td>
</tr>
</tbody>
</table>
With the support of foundations, private and public donors, and its association and publisher members, 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
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.

« Ideas do not implement themselves. People do it. Organisations do it ». Thank you 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.

58 news organisations*
300+ participants
10 countries

* Since the launch of the programme in 2019
What our members say about Table Stakes

Bérénice Lajouanie
Managing Director Les Échos

Thank you very much for the participation of Les Échos 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
General Director Ultima Hora Grupo 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
Digital Strategy Director Diario de Navarra

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
Head of Editorial Development Irish Examiner

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
Operations Director Irish Examiner

I want to take this opportunity to thank all of the Table Stakes team for the help and support over the last 12 months.

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
Local Editor Nordkurier

Thank you very much. It was an astonishing year and a wonderful journey with Doug, the WAN-IFRA-Team and everybody.

Rémy Chételat
Editor in Chief Le Quotidien Jurassien

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
Digital Editor in Chief Zeitungsverlag Waiblingen

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.
MEDIA FREEDOM
JAN-JUNE 2022

WAN-IFRA protects the rights of journalists around the world to operate free media.

Our Media Freedom department promotes Equality, Safety and Stability across a portfolio of work that is engaged with media in over 25 countries.

In the first six months of 2022

We have raised 

750 K€

from our donor partners and members to support our Media Freedom campaigns and media development work.

They funded

150

news organisations joining one of our four core coaching programmes or receiving our direct financial assistance to continue their operations.

To train and coach

900

journalists, editors and newsroom managers in 25 countries.
Collaboration and solidarity is action are vital if we are to overcome the many challenges ahead. In the past six months, the incredible support received from WAN-IFRA members and partners shows the unprecedented capacity of this industry to work together to sustain independent media. Please consider continuing your support to our efforts and, above all, stand in solidarity with colleagues fighting for the freedom of the press, wherever it is threatened.

**WE THE MEDIA FUND RAISING CAMPAIGN IN SUPPORT OF THE UKRAINIAN PRESS**

Direct financial support – WAN-IFRA has so far raised over €170,000 through the ‘We, the media’ fund. Via member associations UAPP-UAMB and AIRPPU, the support has reached 150+ publications and news organisations and has contributed to maintaining salaries, providing funds for essential services, and keeping the media running and operational throughout Ukraine.

Newsprint – Thanks to our Norwegian member association MBL and supplier Norske Skog, a transfer of 48 tonnes of newsprint will reach Ukraine via our colleagues at Agora in Poland.

Insurance – WAN-IFRA has established an insurance fund in conjunction with the team at Insurance for Local Media to cover local journalists working in extremely difficult and dangerous conditions.

**OTHER DIRECT FINANCIAL SUPPORT TO MEDIA IN FRAGILE STATES**

From €250,000 in climate reporting grants and €245,000 in Social Impact Reporting Initiative (SIRI) grants for African media organisations, to more than €200,000 worth of individual reporting bursaries for women journalists, €30,000 of emergency aid to colleagues in Afghanistan, and €40,000 of essential PPE to report safely in COVID times, we continue to deliver in response to the needs of our media partners.

**WOMEN IN NEWS IMPACT REPORT 2020/2021**

Launch of Women in News in The Philippines, Indonesia and roll-out in Vietnam and Myanmar. 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.
With an unprecedented response to the call for support to our Ukrainian colleagues over the past 100 days, WAN-IFRA issues heartfelt thanks to all our members and partners who are helping ensure the independent press in Ukraine maintains its resistance in the face of ongoing conflict.
In 2022, WAN-IFRA continues to work with several international partners and institutions to create the conditions for the development of a vibrant sustainable independent press.

SPECIAL INITIATIVES & INTERNATIONAL PARTNERSHIP

EU4 INDEPENDENT MEDIA
The overall objective of this EU funded programme is to contribute to democratisation and empower citizens in the Eastern Neighbourhood. It will focused on capacity development of independent media organisations and journalists in Armenia, Azerbaijan, Belarus, Georgia, the Republic of Moldova and Ukraine. This includes providing tailor-made trainings on subjects like journalist standards, investigative journalism, newsroom and business skills; organise production workshops on different forms of journalism (establish a peer-to-peer exchange programme and network; foster a community of practitioners by organising networking conferences; launch open, transparent thematic content-production calls around political, economic and social issues.

NEWSCRAFT
NewsCraft, A EU funded initiative, brings together journalism and news consumption closely by means of gamifications. By creating the necessary tools and a new format for gamified news that can tell a comprehensive 360 degrees news story, NewsCraft will be the only gamified news story format in the market that is based on real, evolving news. For media companies, it is a way to innovate and explore new ways of delivering news. It is designed to rebuild bridges in a fragmented society, on a local, regional, national and transnational scale.

ADS FOR NEWS
In partnership with Internews, GroupM and teh World Economic Forum, WAN-IFRA joins the « Ads For News» initiative to support trusted local news by helping brands reach their websites with programmatic ads an maximize brands' successes in doing so. By vetting and accrediting websites using journalism and advertising industry standards, to help ensure ads will be served in brand-safe, strong-performing environments, where content is produced in teh publics’ best interest. The consultations will culminate in a document to present to the IPDC Council in November, and thereafter to be made available to Internet companies, governments, regulators and parliamentarians.

GLOBAL VIABILITY AND DATA TRANSPARENCY PROJECT
As part of a joint initiative to support journalism in the face of existential economic threats, on 14 April 2022 the International Programme for the Development of Communication (IPDC) in cooperation with the World Association of News WAN-IFRA hosted an exchange with leading directors of media associations to brainstorm how data could support media viability.

THE WASHINGTON POST PRESS FREEDOM PARTNERSHIP
A public service initiative from the Washington Post, the coalition provides a curated view of the latest issues affecting press freedom worldwide through updates from The Washington Post's press freedom partners, and sharp commentary and analysis from Post columnists, delivered monthly.
MEDIA DEVELOPMENT
WHERE WE OPERATE

20 Countries
174 Media Partners
3,500 Professionals
Participating media businesses are more stable
Improve gender equality across the workforce

100% of participants in Digital ABC training indicated they had increased capacity to deal with business challenges after going through Modules A and B

Increase in gender equality across the workforce

53% of partners had an overall increase in the proportion of women employees across their workforce from 2020 to 2021

78% of WIN Accelerator alumnnae reported career progression upon completion of the 2021 programme

20% of 2021 Leadership Accelerator alumnnae reported a salary increase

Increase of proportion of women in leadership positions

↑ 6% increase in women within the most senior editorial positions (33% in 2021 compared to 26% in 2020).

↑ 15% increase in women media professionals who feel more motivated to stay in the media industry (77% up from 62% in 2020).

Interim Report Jan-June 2022
PROMOTING A SAFETY CULTURE
SAFETY TRAININGS
#SAFERMEDIA PROJECT

Supported by the Ministry of Foreign Affairs of Denmark and the Norwegian Ministry of Foreign Affairs via an investment of more than €350,000 over the next three years, spreading the culture of safety is a central part of WAN-IFRA’s work. 210 media professionals in Uganda, South Africa, Zambia, Myanmar and the Philippines received comprehensive safety training over the last 12 months, and we delivered digital security and online harassment workshops to 280 women journalists in Africa and Southeast Asia.

The #SaferMedia project targets news organisations to embed the culture of safety at every level. Working with expert safety advisors, currently 30 media outlets in Africa have completed in-depth, organisation-wide safety assessments to determine the specific strategies and resources to be allocated. In parallel, WAN-IFRA is developing the first editors’ safety training platform, together with the most prominent global safety experts and the ACOS (A Culture of Safety) Alliance.
The Digital ABC training programme is designed to help media professionals in any role understand the impact of digital on the news media industry. Specifically designed for media in emerging and transitional contexts, this hybrid self-led and facilitated course contains 30 individual lessons in three progressive modules supported by group assignments, individual coaching sessions and live webinars.

Key facts:

- Developed exclusively for WAN-IFRA WIN by digital expert Lisa MacLeod.
- Regionally adapted and translated: Arabic, Russian, Vietnamese, Indonesian.
- Delivered by best-in-class multi-regional facilitators.
- Module D focusing on content strategy under development.
- More than 188 media professionals have progressed through Digital ABC.
- 100% report greater capacity to resolve business challenges.
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 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
ELECTIONS

Supervisory Board Members

General Assembly of Members
17.06.2022
The nominations for the June 2022 elections were reviewed and endorsed by the members of the Nominating Committee.
11 New Board Directors
Selected by the Nominating Committee in 2022

- Lina Attalah
  Co-founder and Director Mada Masr Media
  Egypt

- Mohit Jain
  Executive Director Bennett, Coleman & Co
  India

- Barbara Kaja
  Editor in Chief New Vision
  Uganda

- Alia Ibrahim
  Co-founder and CEO Daraj Media
  Lebanon

- Agnes Kalekye Nguna
  CEO Radio Africa Group Limited
  Vice Chair Media Owners Ass., Kenya

- Marijana Bojanic
  CEO Vijesti
  Montenegro

- Juan Pablo Bojanini
  President El Heraldo de Barranquilla
  Colombia

- Caroline Southey
  Founding Editor The Conversation Africa
  South Africa

- Agnes Kalekye Nguna
  COO Radio Africa Group Limited
  Vice Chair Media Owners Ass., Kenya

- Caroline Jerotich Kimutai
  Digital Editor Standard Group
  Kenya

- Lay Lim Teo
  CEO SPH Media Ltd
  Singapore

- Patty Michalski
  Sr VP Content Strategy and Innovation
  Hearst, USA

General Assembly of Members 2022

17.06.2022
## 14 nominees for re-election

<table>
<thead>
<tr>
<th>First Name</th>
<th>Last Name</th>
<th>Title</th>
<th>Company</th>
<th>Country</th>
<th>Mandates</th>
<th>Elected in</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alexander</td>
<td>Mitteräcker</td>
<td>Geschäftsführung</td>
<td>Der Standard</td>
<td>Austria</td>
<td>2</td>
<td>2018</td>
</tr>
<tr>
<td>Daniel</td>
<td>Van Wylick</td>
<td>President</td>
<td>Lapresse.be</td>
<td>Belgium</td>
<td>3</td>
<td>2016</td>
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<tr>
<td>Stoyana</td>
<td>Georgieva</td>
<td>Publisher/editor In Chief</td>
<td>Mediapool.Ltd., InfoSpace F.</td>
<td>Bulgaria</td>
<td>2</td>
<td>2018</td>
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<tr>
<td>Juan Jaime</td>
<td>Diaz</td>
<td>President</td>
<td>Asociación Nacional de la Prensa</td>
<td>Chile</td>
<td>1</td>
<td>2020</td>
</tr>
<tr>
<td>Jean-Pierre</td>
<td>de Kerraou</td>
<td>President</td>
<td>ENPA</td>
<td>France</td>
<td>1</td>
<td>2020</td>
</tr>
<tr>
<td>Thomas</td>
<td>Lindner</td>
<td>CEO</td>
<td>Frankfurter Allgemeine Zeitung</td>
<td>Germany</td>
<td>4</td>
<td>2014</td>
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<tr>
<td>Paul</td>
<td>Peckels</td>
<td>CEO</td>
<td>Mediahuis Luxembourg - Président ALMI</td>
<td>Luxembourg</td>
<td>1</td>
<td>2020</td>
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<tr>
<td>Sinead</td>
<td>Boucher</td>
<td>CEO</td>
<td>Stuff</td>
<td>New Zealand</td>
<td>1</td>
<td>2020</td>
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<tr>
<td>Rolf Dyrnes</td>
<td>Svendsen</td>
<td>Manager</td>
<td>Nxtmedia Lab</td>
<td>Norway</td>
<td>3</td>
<td>2016</td>
</tr>
<tr>
<td>Pia</td>
<td>Rehnquist</td>
<td>Head of Content at Bonnier News Local</td>
<td>Bonnier News</td>
<td>Sweden</td>
<td>1</td>
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<tr>
<td>Guy</td>
<td>Black</td>
<td>Group Deputy Chairman</td>
<td>Telegraph Media Group</td>
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<tr>
<td>Lisa</td>
<td>MacLeod</td>
<td>Principal Publishing Lead</td>
<td>FT Strategies (Financial Times)</td>
<td>United Kingdom</td>
<td>2</td>
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<td>Toyosi</td>
<td>Ogunseye</td>
<td>Senior News Editor for News and Commissioning</td>
<td>BBC</td>
<td>United Kingdom</td>
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<tr>
<td>Jennifer</td>
<td>Bertetto</td>
<td>President and CEO</td>
<td>Trib Total Media</td>
<td>United States</td>
<td>1</td>
<td>2020</td>
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</tbody>
</table>
 Ends of Terms of Office

Retiring from the WAN-IFRA Board are:

**Juan Amaya**  
Gerente General  
El Tiempo, Colombia

**Fatemah Farag**  
Founder/CEO  
Welad ElBalad Media, Egypt

**Shailesh Gupta**  
Director  
Jagran Prakashan Ltd, India

**José Manuel Lozano**  
former Managing Director  
20 minutos, Spain

**Donna Hall**  
former Publisher  
Atlanta Journal-Constitution, United States

**Majella Gallagher**  
Former Managing Director  
The Irish Examiner and The Echo, Ireland

**Petru Macovei**  
Executive Director  
API (Association of Independent Press), Moldova

We would like to thank them for their loyal support and contribution to the progress of WAN-IFRA over the past years
<table>
<thead>
<tr>
<th>Country</th>
<th>Name of the Institution</th>
<th>Name of the Person</th>
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<tbody>
<tr>
<td>Argentina</td>
<td>Mada Masr Media</td>
<td>Lina Attalah, Co-founder and Director</td>
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<td>Austria</td>
<td>GROUPE SOGEMEDIA</td>
<td>Jean-Pierre de Kerroual, President</td>
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<td>Belgium</td>
<td>Der Standard</td>
<td>Thomas Lindner, CEO</td>
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<td>Bosnia and Herzegovina</td>
<td>JP/Politikens Hus</td>
<td>Stig Ørskov, CEO JP/Politikens Hus</td>
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<td>Brazil</td>
<td>Radio Africa Group Limited</td>
<td>Caroline Jerotich Kimutai, Digital Editor</td>
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<td>Bulgaria</td>
<td>Globe and Mail</td>
<td>Phillip Crawley, Publisher and CEO</td>
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<td>Chile</td>
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<td>Sophie Gourmelen, General Manager</td>
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<td>Sandy Prieto-Romualdez, CEO</td>
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<td>The Conversation Africa</td>
<td>Mohamed Alayyan, Chairman United Jordan Press</td>
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<td>Sinha Ratnatunga, Director/Editor-in-Chief</td>
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<td>Olga Ungar, President</td>
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<td>Dina Elkousy, Managing Editor</td>
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<td>Jennifer Bertetto, President and Chief</td>
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<td>Spain Agnes Kalek, Chief Operating Officer</td>
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* Incoming Board members 2022 are marked in green
Supervisory Board - post elections  49 countries
An update on our DEI (Diversity Equality and Inclusion) Strategy will be presented to the Supervisory Board in September 2022. This will include:

- A synopsis on Progress toward our original goals set in 2017 (indicator by indicator).
- Revised targets as advised by DEI working group.

In 2017, the strategy included measures to address the gender imbalance within WAN-IFRA’s governance structures, with the understanding that WAN-IFRA is limited to making non-binding recommendations relating to governance. By 2020, the Supervisory Board committed to achieve the following amongst its governing bodies:

- 30% of WAN-IFRA Supervisory Board made up of women
- 30% of WAN-IFRA Executive Board made up of women
73rd World News Media Congress

28 - 30 September 2022
Zaragoza, Spain
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