

# 2025 ANNUAL REPORT

Navigating Change,  
Championing Journalism

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World Association  
of News Publishers

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# Letter from the CEO

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**Vincent  
Peyrègne**

CEO WAN-IFRA

In a year defined by profound global shifts, the news media industry finds itself at a critical juncture. We are navigating an environment marked by the persistent spread of disinformation, significant economic pressures, and increasing political interference that threatens the very foundations of independent journalism. Yet, in the face of these challenges, the WAN-IFRA community has demonstrated remarkable resilience and an unwavering commitment to its mission.

As I reflect on my thirteenth and final year as CEO, I am filled with immense pride in what our organisation and its members have accomplished. 2025 has been a testament to the vitality and innovative spirit that define our industry. We have not only weathered challenges but have embraced them as opportunities for growth, particularly in the realm of Artificial Intelligence, where WAN-IFRA has established itself as an indispensable guide for news organisations worldwide. From the record-breaking attendance at our World News Media Congress in Kraków to the launch of vital media development programs, our success is a direct result of the collective strength and commitment of our members and our dedicated team.

In the coming years, WAN-IFRA will build upon this legacy by deepening our commitment to our members, doubling down on innovation, and championing the core values of a free and prosperous press. We will advance our mission by fostering collaboration, expanding our reach to new sectors like magazine media through our historic merger with FIPP, and equipping our members with the strategic insights needed to thrive.

United in purpose, we are dedicated to ensuring a future where independent journalism flourishes, serving societies and strengthening democracies around the world.

# About WAN-IFRA

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The World Association of News Publishers, or WAN-IFRA, is the world's largest international press organisation representing 3,000 news publishing companies and technology entrepreneurs, and 40 member publisher associations representing 18,000 publications in 120 countries. Our mission is to protect the rights of journalists and publishers worldwide to operate independent media. We provide our members with expertise and services to innovate and prosper in a digital world and perform their crucial role in society.

## Mission

Our mission is to protect the rights of journalists and publishers around the world to operate independent media. We provide our members with expertise and services to innovate and prosper in a digital world and perform their crucial role in society.

## Vision

Our vision is to be the trusted global partner for news media at the forefront of press freedom, quality journalism, innovative and sustainable business and technology models.

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# Our Strategic Priorities

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## Driving a Resilient and Independent Global News Media

In 2025, WAN-IFRA's activities were structured around core strategic pillars designed to address the most pressing needs of our members and the global news industry. These priorities guided our efforts to build a more sustainable, free, and innovative media ecosystem. The following sections detail our work and achievements across four key themes: Financial Sustainability, Press Freedom & Integrity, AI Transformation, and Community & Innovation.



## 2025 at a Glance: Key Achievements & Takeaways

In a year of strategic transformation, WAN-IFRA's accomplishments demonstrate its commitment to delivering tangible value, fostering a connected global network, and leading the industry through an era of unprecedented change. They underscore our core strategic direction and our unwavering focus on member success.

**Spearheading the AI Revolution.** WAN-IFRA has decisively established itself as the global leader in guiding news media through the AI transformation. The expansion of our [Newsroom AI Catalyst](#) was a cornerstone of this effort, with multiple cohorts launched across Europe, LATAM, South Asia, and a new programme for Australia/New Zealand. This work was significantly amplified by a landmark partnership with OpenAI, which provided an extraordinary \$1.5 million in API credits for participating teams and an additional \$500,000 to fund new cohorts. Our series of successful AI Forums in Frankfurt, Jakarta, and Mexico, along with a sold-out AI Study Tour to the US, solidified our role as the premier convener for knowledge sharing and practical AI implementation in the industry.

**Expanding Our Global Community** Our global network experienced significant growth in 2025, reflecting a strong and growing confidence in our mission. By December, we had welcomed 97 new members, generating €166,000 in new revenue. This expansion was complemented by major strategic partnerships that will redefine our community. The Supervisory Board and General Assembly of Members approved a final merger agreement with FIPP, the global trade association for magazine media, effective in January 2026. The historical move will broaden our scope and influence. Furthermore, a new partnership with Google on the Global News Gaps Project will fund 150 new two-year memberships for digital news providers, extending our support to a vital and growing segment of the media ecosystem.

**A Year of Landmark Convenings** WAN-IFRA's events portfolio proved essential in reconnecting and energising the global news industry. The 76th World News Media Congress in Krakow was a blockbuster success, drawing 993 participants from 66 countries and securing record sponsorship. This flagship event, along with a robust calendar of regional summits, reaffirmed our position as the industry's primary meeting point. Strong performances at the Asian Media Leaders Summit (AMLS) and Digital Media Latam (DML), and the well-attended and very well-received Paris AI Forum and Newsroom Summit (NRS) in Copenhagen demonstrated our ability to convene leaders, share cutting-edge insights, and foster invaluable connections across every region.

**Strengthening Industry Verticals** WAN-IFRA's specialised communities play a vital role in addressing the unique challenges and opportunities within specific segments of the media industry. From editors and printers to distributors, these focused forums provide tailored expertise, foster peer-to-peer networks, and drive collective action on critical industry issues.

**The World Editors Forum (WEF)** continued to be a powerful voice for editorial leaders globally. In 2025, its activities included a highly successful study tour to the US, the finalisation of the prestigious Golden Pen of Freedom award, and the coordination of the World News Day campaign. This flagship initiative achieved remarkable reach, engaging over 1000 news brands in a unified celebration of the value of professional journalism.

**The World Printers Forum (WPF)** focused on strategic collaboration and future-focused initiatives. The community gathered for the World Printers Summit in Munich, providing a key platform for knowledge exchange. A major focus for the year was the collaborative work with DistriPress to address the complexities of the EU Deforestation-Free Regulation (EUDR), a critical regulatory issue impacting the entire print supply chain. In parallel, the WPF launched its "Print Forward" initiative, a series of webinars and resources aimed at championing the future of print media.

Serving the global news and magazine distribution community, **DistriPress** had a successful year. The annual DistriPress Congress in Malta exceeded its delegate targets, with over 210 paid attendees gathering for business and networking. Like the WPF, the DistriPress community was deeply engaged in navigating the implications of the EUDR, working in close partnership with its printing counterparts to advocate for the industry's interests.

## Championing Press Freedom and Media Integrity

In a climate where disinformation ranks as the top short-term global risk and political interference is on the rise, WAN-IFRA's role as a defender of the free press is more critical than ever. Our work in this area is a core operational focus, comprising direct advocacy, industry-leading development programs, and new initiatives to build public trust in journalism.

**Championing Press Freedom and Sustainable Media** Our public interest initiatives delivered critical support to journalists and media organisations worldwide. The SaferMedia programme conducted successful Hostile Environment and First Aid Training (HEAT) for 21 participants in Tanzania and implemented vital safety training and newsroom visits in Indonesia. The World Editors Forum continued its powerful advocacy on behalf of journalists, including addressing the safety of those reporting in Gaza. Our Media Development programs secured significant, multi-year funding, most notably Norad's "Stronger Together!" initiative, with an annual budget of €2 million. This achievement, contrasted with the formal closure of the long-standing USAID START programme, highlights our successful pivot toward new, sustainable funding models for media development.

**The 2025 Golden Pen of Freedom.** At the World News Media Congress in Kraków, we had the honour of presenting the 2025 Golden Pen of Freedom to the Independent Press of Ukraine. This award recognizes their immense sacrifice and unwavering professionalism in reporting the truth under the extreme duress of war. "At home in Ukraine, the role of journalism today is not limited to reporting from the frontline or covering the destruction and suffering of people," stressed Oleksii Pogorelov, President of the Ukrainian Media Business Association. Accepting the award, Oksana Brovko, CEO of the Association of Regional Press Publishers of Ukraine, delivered a powerful message:

 *"Independent journalism is not a luxury – it is the infrastructure of freedom. In Ukraine, we are keeping it alive under fire."*

**The Impact of Our 'Women In News' (WIN) Program** Our flagship 'Women In News' (WIN) program continues to be a powerful force for change, fostering equality and empowering a new generation of female media leaders. The program's latest achievements demonstrate its profound impact:

- Engaged with 4,354 journalists and media managers from 862 media organisations across more than 20 countries.
- The 2024 Leadership Mapping study found that women now hold 24% of leadership roles, a notable increase from 21% in 2022.
- An impressive 76% of participants in the Leadership Accelerator program reported career progression within 12 months.
- 85% of participants reported feeling more motivated to stay in the media industry after engaging with WIN.

The WIN program is not only advancing careers but is a critical tool for talent retention, strengthening the industry's leadership pipeline at a time when it is most needed.

## **New Initiatives to Build Public Trust**

To combat disinformation and strengthen the bond between newsrooms and audiences, we have launched a new strategic focus on media literacy. In partnership with UNESCO, WAN-IFRA developed a Media Literacy Policy and project, unanimously approved at our General Assembly in May. We define news literacy as "the ability to actively seek out credible news, recognise bias, understand how journalism is produced, and apply critical thinking to use news meaningfully." This commitment was formalised by updating the WAN-IFRA Statutes to officially include "advancing media literacy" as a core organisational activity.

These efforts to defend media freedom and bolster journalistic integrity are inextricably linked to navigating the next great technological disruption: Artificial Intelligence.

## **Leading the Industry Through AI Transformation**

To counter economic pressures and the threat of AI-driven disinformation, WAN-IFRA is proactively guiding the industry to harness this technology responsibly. AI represents both a profound opportunity and a significant challenge, raising critical questions about ethics, copyright, and misinformation. Our strategy is to position WAN-IFRA as a vital guide, helping our members leverage AI while safeguarding the core principles of professional journalism.

### **'News Integrity in the Age of AI': A Landmark Cross-Media Initiative**

In a landmark collaboration, WAN-IFRA joined forces with the European Broadcasting Union (EBU) and FIPP to launch the 'News Integrity in the Age of AI' initiative. This joint effort proposes five structural principles to guide the development and deployment of AI technologies, ensuring they support, rather than undermine, the news ecosystem.

1. **Authorisation for Use:** News content must only be used with the originator's authorisation. This principle establishes that our members' journalism is a valuable asset, not a free commodity for training AI models.
2. **Fair Compensation:** The value of high-quality news must be fairly recognised and compensated. This ensures that the significant investment newsrooms make in producing credible journalism is respected and financially sustained.
3. **Accuracy and Attribution:** The original news source must be apparent and accessible. This builds public trust by providing transparency and allowing audiences to verify information at its source.
4. **Plurality and Diversity:** AI tools will benefit from harnessing a wide variety of trustworthy news sources. This promotes a healthy information ecosystem and prevents algorithmic bias by ensuring AI models are trained on diverse perspectives.
5. **Dialogue and Standards:** Technology companies are invited to a formal dialogue to develop standards of safety, accuracy, and transparency. This calls for a collaborative approach between media and tech to build a responsible AI framework that serves the public good.

## The 'Newsroom AI Catalyst' Accelerator

A cornerstone of our AI strategy is the Newsroom AI Catalyst, an accelerator program sponsored by OpenAI that helps publishers fast-track AI adoption. In 2025, the program saw significant expansion:

- The launch of a \$1.5 million Prototype Development Fund in OpenAI API credits, providing participants with the resources to innovate and bring their AI-driven ideas to life.
- Expansion with two additional cohorts: an "Advanced Global Cohort" for publishers with pre-existing AI deployment, and a new cohort for Australia and New Zealand.
- By 2025, the program will have supported 128 news organisations across Europe, Asia, South Asia, and Latin America, creating a global community of practice around AI in journalism.

We complemented our accelerator program with a series of global AI Study Tours to innovation hubs like Silicon Valley and Bangalore, and regional AI Forums in cities such as Frankfurt, Jakarta, and Mexico City, fostering invaluable knowledge-sharing and collaboration.

This technological leadership is powerfully complemented by our investment in human capital—building vibrant professional communities that drive innovation from the ground up.

## Empowering Communities and Fostering Innovation

To complement our broad strategic work, we invest in targeted innovation programs and professional communities that strengthen the media ecosystem from the ground up. These initiatives provide a vital platform for networking, peer learning, and collaborative problem-solving, creating a strong foundation for the entire industry.

**GAMI, the Global Alliance for Media Innovation**, continued its important work of fostering collaborative, EU-funded projects that push the boundaries of media technology and business models. Progress was made on key projects, including Taktak, a new donation solution designed to open up new revenue streams for publishers, and TEMS, which is building a trusted European media data space.

In a significant new development, GAMI announced the launch of the "GAMI Incubator #Finland," in partnership with Finnmedia, the Finnish Media Association. The one-year coaching and funding program is designed to enhance partnerships between media organisations and technology companies, with the objective of driving positive change and innovation within the Finnish media industry.

# Governance and Leadership



WAN-IFRA's global mission is guided by a diverse and experienced group of media leaders who serve on our boards and committees, providing essential expertise and strategic vision.

In 2025, we were pleased to welcome new voices to our leadership bodies. The Executive Board was strengthened by the appointments of **Mariam Mammen Mathew**, Chief Executive Officer, Manorama Online (India), as the new Vice President of WAN-IFRA, , **David Walmsley**, Editor-in-Chief of The Globe and Mail (Canada), as the new Chair of the World Editors Forum, and **Pia Rehnquist**, Business Area Manager at Bonnier (Sweden).

The World Printers Forum Board elected **Andreas Gierth**, Director of Production and Strategic Procurement at Frankfurter Allgemeine Zeitung (Germany), as its new Board chair.

We remain committed to ensuring our governance reflects the global and diverse nature of our membership. As of May 2025, our Supervisory Board is a testament to this commitment, with 48 countries represented and 39% of its members being women, reflecting our ongoing efforts to advance gender diversity at all levels of leadership.

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# New Members 2025

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**Sharing makes you better and bigger.**

The WAN-IFRA Community continues to grow, with more publishers, technology partners and individual professionals joining every month. We applaud them for making this important investment in their business.

Welcome to our newest members 2025:

Agencia Digital S.A. de C.V. (Mexico)	FG Media Sdn Bhd (Malaysia)
Agencja Ambasador WTP (Poland)	Free Press Initiative (Zambia)
Alchemiq Media Ltd. (Israel)	Frihedsbrevet (Denmark)
Apna Samaaj Tech Private Limited (India)	GESTE - Les éditeurs de contenus et services en ligne (France)
Asociación Ocote (Guatemala)	Glide Publishing Platform (United Kingdom)
Australian Associated Press (AAP) (Australia)	Global Media Hub (United Kingdom)
Bright Sites Consulting Ltd (United Kingdom)	Good Scout Consulting (USA)
Capital Brief (Australia)	Grammeo SPPP-CFPP (France)
Centinel Analytica GmbH (Germany)	Grupo Tribuna (Brazil)
Central Médiacsoport Zrt. (Hungary)	HUDI (Croatia)
Choicely Oy (Finland)	iMatrics AB (Sweden)
CMA Média (France)	Impresora y Editorial S.A. de C.V. (Mexico)
Contexte (France)	Ippen Digital GmbH & Co. KG (Germany)
Der Freitag Mediengesellschaft (Germany)	Jornal do Comércio (Brazil)
Digital Information DIGITINFO S.A. (Ecuador)	La Liberté (Canada)
Dubai Media Office (United Arab Emirates)	Man of Many (Australia)
Dummy (Germany)	Maya Media Solutiones (Pakistan)
ECUAVISIA (Ecuador)	Media Selangor Sdn Bhd (Malaysia)
Editorial Río Negro S.A. (Argentina)	Mediazan (Iraq)
El Eco Multimedios (Argentina)	Mediehusene Midtjylland (Denmark)
Eldiario.es (Spain)	Miso.ai (USA)
Empresa Editora El Comercio S.A. (Peru)	National distribution JSC (Bulgaria)
Empresa Folha da Manhã S/A (Brazil)	National Union of Journalists of Ukraine (Ukraine)
Evessio (United Kingdom)	

News Corp Australia (Australia)  
 NIN (Serbia)  
 Ninestars Information Technologies Pvt Ltd  
 (India)  
 Nordot USA, Inc. (USA)  
 Observador On Time, S.A (Portugal)  
 Operadora y Administradora de Información y  
 Editorial (México)  
 Organización Publicitaria, S.A. (Honduras)  
 PA Media Group Limited (United Kingdom)  
 Papierfabrik Palm GmbH & Co. KG (Germany)  
 Paris Match (France)  
 Polish Association of Newspaper Publishers -  
 IWP (Poland)  
 PRConnect Inc. (USA)  
 Project Kontinuum (South Africa)  
 PT Dynamo Media Network (Indonesia)  
 PT Republika Media Mandiri (Indonesia)  
 Publicaciones Comunitarias SA de CV (Mexico)  
 Radio Fórmula (Mexico)  
 Rajasthan Patrika Pvt Ltd (India)  
 Ringier Axel Springer Polska sp. z o.o. (Poland)  
 Rioria Editorial SL (Spain)  
 Sestry.eu (Poland)  
 sharemagazines GmbH (Germany)  
 Sin Chew Media Corporation Bhd (Malaysia)  
 Smartocto Netherlands (Netherlands)  
 Special Broadcasting Service Corporation  
 (Australia)  
 Statscore SP. Z.o.o (Poland)  
 Storyful (Ireland)  
 STRIDELY S.L.U. (Spain)  
 Stuff Ltd (New Zealand)  
 Sunnmørsposten AS (Norway)  
 Surperformance (France)  
 SWI swissinfo.ch (Switzerland)  
 Taboola Europe Limited (United Kingdom)  
 The Content Exchange BV (Netherlands)  
 The Continent (South Africa)  
 The Daily Aus (Australia)  
 The Merit Times (Taiwan)  
 The New Straits Times Press (Malaysia) Bhd  
 (Malaysia)  
 The Readable. (Korea (Republic))  
 Thomson Reuters UK (United Kingdom)  
 Tinius Trust Foundation (Norway)  
 TinkerList (Belgium)  
 TV 2 Norway (Norway)  
 TVN Media (Panama)  
 Verlagsgesellschaft Madsack GmbH & Co.  
 KG (Germany)  
 Vimond Media Solutions AS (Norway)  
 Weltwoche Verlags AG (Switzerland)  
 Willow Health Media (Kenya)  
 Women's Media Center (USA)  
 ZYX Publishing Group (Romania)



**97**  
 new members

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# A Timeline of Key Activities and Initiatives

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2025 was marked by a series of significant milestones, from the publication of landmark reports to the launch of global initiatives and the celebration of press freedom champions.

## Quarter 1: Setting the Pace (January – March 2025)

The first quarter of 2025 was a period of foundational work, establishing the strategic direction for the year ahead. This was marked by the release of pivotal industry reports that captured the state of the global news landscape, the launch of major accelerator programmes designed to fast-track AI adoption, and crucial governance decisions that would shape the organisation's collaborative efforts and budgetary framework for the coming months.

### January 2025: Launching with Insight and Action

January set a strong precedent for the year, combining deep industry analysis with the immediate rollout of key programmes and collaborative meetings.

- **Key Report Publications:** WAN-IFRA published several influential reports, including the World Awards Innovation report, the Table Stakes Report, and the annual World Press Trends (WPT) report. The WPT report revealed a significant industry milestone: for the first time, print revenue fell below 50% of total publisher revenue.
- **Programme & Award Launches:** The second edition of the Newsroom AI Catalyst Europe was launched with a kick-off meeting in Lisbon (Jan 14-15). Calls for applications were opened for the Newsroom AI Catalyst in Latin America (Jan 31) and the Digital Media Americas Awards (Jan 7).
- **Community & Board Meetings:** A joint meeting between the boards of the World Printers Forum (WPF) and Distripress was held in Frankfurt (Jan 15) to align on mutual interests, including strategies for addressing the European Union Deforestation Regulation (EUDR).
- **Webinars & Training:** The WPF hosted a webinar on "Logistics as a business opportunity for publishers" (Jan 30), sharing practical insights with the printing community.
- **Advocacy & Outreach:** As part of the Safety Advisory in Africa programme, the Press Freedom team conducted essential newsroom visits in Kenya to support journalists on the ground.

## February 2025: Building Momentum on AI and Governance

Momentum continued to build in February with a strong focus on strategic governance, successful AI-related events, and the expansion of key accelerator programmes into new regions.

- **Strategic Governance:** The Supervisory Board endorsed WAN-IFRA's joint initiative with EBU, the European Broadcasting Union, to champion News Integrity in the age of AI, and ratified a strategic alliance with FIPP, the global media association. The alliance enables members of both organisations to attend each other's events at preferential member rates.
- **AI Initiatives & Events:** WAN-IFRA hosted a successful Data Science Day in Munich (Feb 19-20) for a record 85 participants and a sold-out Bangalore AI Forum & AI Study Tour (Feb 19-21) that received positive participant feedback with an NPS of 27. The first AI in Media Community webinar was also held (Feb 18), connecting experts and practitioners.
- **Programme Launches:** The first cohort of the AI Catalyst programme in South Asia officially commenced with an inaugural workshop in Delhi (Feb 6-7).
- **Community Engagement:** The WIZONE webinar series continued with a session focused on 'AI tools for revenue generation' (Feb 26), providing practical solutions for publishers.
- **Advocacy & Outreach:** The Press Freedom team continued its outreach in Africa with newsroom visits in Uganda.

## March 2025: Expanding Programmes and Championing Equality

The quarter concluded with a surge of activity, including the launch of several major multi-year programmes and a global advocacy push for gender equality to mark International Women's Day.

Several significant, long-term initiatives were launched:

- The Norad-funded "Stronger Together!" programme was officially launched in Oslo (end of March). The 3-year, NOK70,000,000 (6 Million Euros) media support programme will work with up to 75 regional and local media throughout Ukraine, a group that collectively reaches 24.5 million people and covers nearly 80% of Ukraine's total population.
- The GAMI Incubator #Finland programme began on March 1.
- The Women In News (WIN) programme was launched in Sierra Leone in partnership with BBC Media Action.
- A new EC-funded programme (€750k over 3 years) was formally initiated to bolster press freedom efforts.

To mark International Women's Day (Mar 8), WAN-IFRA formally launched the WIN Guild, a collective of senior media executives. The Guild issued a public pledge to actively support and champion women in media leadership roles, directly advancing one of WAN-IFRA's core strategic pillars.

- **Press Freedom Advocacy:** The first selection for the prestigious Golden Pen of Freedom award was made by the World Editors Forum board (Mar 5).
- **Industry Collaboration:** The World Printers Forum and Distripress held a second joint meeting on March 5 to continue their collaborative work on the EUDR.
- **Programme Milestones:** The second European Newsroom AI Catalyst cohort held its final in-person meeting in Madrid, concluding a successful three-month accelerator.

## Quarter 2: High-Impact Engagement (April – June 2025)

The second quarter was a period of major global congregation and significant policy announcements. It was highlighted by the flagship World News Media Congress, which brought together industry leaders from around the world, and the launch of pivotal, industry-wide principles designed to guide the relationship between news publishers and technology platforms in the era of AI.

### April 2025: Fostering Innovation and Regional Connections

April was characterized by a major expansion of WAN-IFRA's AI initiatives and a series of key regional events that brought together media professionals across Asia and the Americas.

- **Launch of AI Development Fund:** On April 28, WAN-IFRA announced the "Prototype Development Fund," a major expansion of the Newsroom AI Catalyst programme in partnership with OpenAI. The fund includes \$1.5 million in API credits to support AI-driven innovation among participating newsrooms. This initiative significantly lowers the financial barrier for members to experiment with cutting-edge AI, directly fostering industry-wide capacity building and innovation.
- **Regional Events & Awards:** The Digital Media Asia conference took place in Kuala Lumpur (April 23-24), and the Digital Media Americas Awards ceremony was held in Panama City (April 3), celebrating the best of digital media in their respective regions.
- **Governance & Leadership:** Andreas Gierth of Frankfurter Allgemeine Zeitung was elected as the new Board chair for the World Printers Forum (April 16).
- **Programme Deadlines:** The call for Finnish media companies to apply for the GAMI Incubator #Finland programme closed on April 30.



## May 2025: Global Congress and Defining Industry Principles

May was a pivotal month centered on the 76th World News Media Congress in Kraków, which served as the platform for major awards, advocacy initiatives, and policy launches.

- **Flagship Event:** The 76th World News Media Congress (WNMC25) was held in Kraków, Poland (May 4-6), bringing together media leaders from over 60 countries. The event featured a notable address by former Polish President and Nobel Laureate Lech Wałęsa.
- **Major Advocacy & Policy Launch:** During the Congress, WAN-IFRA, in a joint effort with the European Broadcasting Union (EBU) and FIPP, publicly launched the "News Integrity in the Age of AI" initiative (May 5). The statement outlined five key principles calling on tech companies to respect intellectual property, ensure fair compensation, provide attribution, support media plurality, and engage in formal dialogue.
- **Press Freedom Award:** The 2025 Golden Pen of Freedom was awarded to the Independent Press of Ukraine during the WNM25 opening ceremony (May 4), recognizing their immense sacrifices and unwavering commitment to journalism in wartime. Accepting the award, Oksana Brovko, CEO of AIRPPU, stated, "We don't write because we are brave. We write because silence is not an option."

- **New Initiative Launch:** The WAN-IFRA Media Literacy Policy was officially launched at the Congress, alongside a related project supported by UNESCO, to strengthen news literacy among audiences and build public trust in journalism.
- **International Advocacy:** WAN-IFRA sent a formal letter to Hungarian Prime Minister Viktor Orbán (May 19) expressing deep concern over a proposed bill that threatens to undermine press freedom in the country.
- **Programme Expansion:** It was announced that the Newsroom AI Catalyst would expand to include an Advanced Global Cohort for expert practitioners and a new cohort for publishers in Australia and New Zealand.

## **June 2025: Driving Regional AI Adoption and Industry Dialogue**

June continued the focus on practical AI implementation and regional engagement, while also marking a new chapter for the organisation's headquarters.

- **Regional AI Events:** The Mexico AI Forum was held in Mexico City (June 25), drawing 133 attendees to discuss the practical application of artificial intelligence in newsrooms.
- **Programme Milestones:** The first Newsroom AI Catalyst Latam cohort concluded with its final session in Bogotá, Colombia (June 10-11).
- **Programme Calls:** Building on a strategic outreach trip to the region, applications officially opened for the Newsroom AI Catalyst in Australia and New Zealand, expanding the programme's global reach.
- **Regional Summits:** The Digital Media India 2025 event (June 16-18) was a major success, achieving an outstanding Net Promoter Score (NPS) of 89 from attendees.
- **International Advocacy:** WAN-IFRA was a signatory to an open letter (June 5), alongside other leading press freedom organisations, calling for international media access to Gaza.
- **Internal Governance:** WAN-IFRA's Frankfurt team prepared for the official move to a new office in the landmark FAZ Tower, effective July 1.

The global summits and policy initiatives of Q2 created significant momentum, which was channeled into a new phase of programme implementation and targeted outreach in the third quarter.

## Quarter 3: Global Outreach and Campaigning (July – September 2025)

The third quarter was a period focused on expanding global outreach, launching a major public-facing campaign to champion fact-based journalism, and continuing the worldwide rollout of regional summits and accelerator programmes. This phase was defined by intensive engagement across multiple continents, bringing WAN-IFRA's expertise directly to its members.

### July 2025: New Leadership and Advocacy in Action

July saw key leadership appointments and continued, forceful advocacy on behalf of press freedom, alongside preparations for the year's flagship public campaign.

- **Leadership & Organisational Updates:** Kevin Anderson was appointed as the new Director for the Digital Revenue Network (DRN), bringing deep industry experience to lead the organisation's efforts in building sustainable digital revenue models for its members.
- **Programme Calls & Deadlines:** The call for startups for the GAMI Incubator #Finland closed on July 11, while the call for entries for the Asian Media Awards opened (July 1 - Aug 10). The application period for the second Latam Newsroom AI Catalyst cohort closed on July 15.
- **Press Freedom Advocacy:** WAN-IFRA issued a forceful condemnation of the detention of Faith Zaba, editor of the Zimbabwe Independent and a WAN-IFRA WIN laureate, demanding her immediate and unconditional release (July 2).

### August 2025: Focused Regional Engagement

August was a month of targeted regional activities, maintaining focus on AI adoption and practical data application in newsrooms.

- **Regional AI Events:** The Jakarta AI Forum took place on August 4, bringing together media professionals in Southeast Asia to explore AI's impact on journalism.
- **Community Webinars:** The WIZONE community held a webinar focused on 'Data Analytics in Newsrooms', sharing best practices for leveraging data in editorial and business strategies.

### September 2025: A Month of Summits and Global Advocacy

September was an exceptionally busy month, marked by the culmination of the World News Day campaign, a series of major regional summits, and the simultaneous launch of multiple AI accelerator cohorts.

- **Global Advocacy Campaign:** World News Day was celebrated on September 28, uniting hundreds of newsrooms worldwide in a campaign to underscore the power and value of fact-based, professional journalism.
- **Regional Summits:** A trio of influential regional events brought together industry leaders:
  - Latam Media Leaders Summit in Bogotá, Colombia (Sep 16-17).
  - Digital Media Africa (Sep 16-18).
  - Indian Printers Summit in Delhi (Sep 15-16).
- **Accelerator Programme Launches:** Multiple Newsroom AI Catalyst cohorts kicked off, demonstrating the global scale of the programme:
  - The virtual kick-off for the Advanced Global Cohort was held on September 18.
  - The first workshop for the second South Asia cohort took place.
  - The first in-person session for the second Latin America cohort convened in Bogotá (Sep 9-10).
- **Study Tours:** The Scandinavian AI Innovation Study Tour (Sep 22-26) provided participants with exclusive visits to leading Nordic media houses, including Amedia, Schibsted, and Expressen, to witness AI innovation firsthand.

The intense programme of summits, campaigns, and programme launches in Q3 seamlessly transitioned into a final quarter dedicated to specialised events and strategic international tours.

## **Quarter 4: Specialised Summits and Strategic Tours (October – December 2025)**

The final quarter of 2025 was dedicated to deep-dive events for specific communities within the WAN-IFRA network, such as printers and newsroom leaders. This was complemented by a series of highly focused international study tours designed to share best practices, navigate newsroom disruption, and reinforce the principles of media freedom.

### **October 2025: Focus on Printing and Innovation Labs**

October's agenda featured specialised summits for the printing and media innovation communities, as well as a strategic tour of major US newsrooms.

- **Industry Summits:** The World Printers Summit convened in Munich (Oct 8-9), which included the Print and Sustainability Awards ceremony. In addition, Media Labs Days #9 was held in Trondheim, Norway (Oct 16-17) for media innovation leaders.



- International Study Tour: A study tour to the US East Coast (Oct 13-17) explored the theme “US Newsrooms: Navigating Disruption,” with high-level visits to leading media organisations in New York City and Washington, D.C.

### **November 2025: Leadership Summits and Newsroom Strategy**

November continued the focus on leadership and editorial strategy, with two major summits, a targeted study tour in Copenhagen, and the launch of a new initiative to help journalists and creators reach new audiences.

- Regional and Thematic Summits: The Asian Media Leaders Summit (Nov 5-6) and the Newsroom Summit (Nov 18-19) brought together senior executives and editors to discuss pressing industry challenges and strategies.
- WAN-IFRA launched its Future Audiences Initiative, a global programme designed not only for established news organisations but equally for independent news creators, digital-native publishers, and emerging media voices who today lack access to professional networks and representation.

The year's activities concluded with an International Study Tour. The Paris Media Freedom Study Tour (Dec 1-5) provided an immersive experience for Nicaraguans focused on French organisations and frameworks that protect and advocate for press freedom.

# Looking Ahead to 2026

2025 was a year of significant progress and strategic action for WAN-IFRA and its members. Major strides were made in key areas, including driving global AI adoption through the Newsroom AI Catalyst, championing press freedom through direct advocacy and global campaigns like World News Day, and reinforcing the foundations of sustainable media models through a rich portfolio of events, reports, and training. These multifaceted efforts have not only addressed the immediate needs of the news industry but have also laid essential groundwork for future initiatives.

As we look toward the future, WAN-IFRA is more committed than ever to its mission. We will continue to build on the momentum of 2025, adapting our strategies to meet the evolving needs of our members and the industry.

Our strategic ambitions remain high, including our goal to grow membership. This growth will fuel our capacity to expand our advocacy, innovation, and community-building efforts worldwide. In 2026, the historic consolidation of WAN-IFRA with FIPP, will forge the world's most comprehensive and diverse network for news and magazine media. The new entity will create a formidable global network of over 20,000 media brands and tech companies across 120+ countries. This unparalleled scale provides a stronger, collective voice to promote publishers' rights and combat threats to journalistic integrity. In a rapidly changing world, the role of independent, fact-based journalism as a cornerstone of democracy has never been more critical. WAN-IFRA will continue to stand with its members on the front lines, championing the values and viability of a free press for a better-informed society.



# Contact Us

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## WAN-IFRA

[info@wan-ifra.org](mailto:info@wan-ifra.org)

Email



[www.wan-ifra.org](http://www.wan-ifra.org)

Website



Pariser Strasse 1  
D 60386 Frankfurt am Main

69 Rue du Chevaleret  
F 75013 Paris

Address

