

ACTIVITY REPORT 2018



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Establishing news brands as a trusted certificate of origin for content



Vincent Peyrègne
CEO WAN-IFRA

Since 2013, the shift from advertising to reader-based revenue is reshaping the fundamentals of our industry. Publishers are getting better at identifying the metrics that help them optimise for reader engagement. They have become adept at setting KPIs for the newsroom, adapting and personalising the offer, finding the articles and services that engage and convert.

But while trust in some news brands has increased because of more engaged quality journalism, and even reached another level when challenging disinformation, skepticism about the veracity of what the public reads remains a growing concern. Last year, the Edelman Trust Barometer reported a dramatic and continuous drop in trust for traditional media over the past decade. In 2018, media has become the least-trusted institution for the first time in the Edelman Barometer history.

In some countries, the phenomenon of distrust for established institutions like news organisations is self-sustaining, generating a vicious cycle where it seems not to matter that people in power are lying, or that some media are republishing their lies without appropriate verification or investigation. Maria Ressa, this year WAN-IFRA Golden Pen of Freedom award winner says: "When a lie is repeated ten times, Truth has a chance to catch up... but when it's repeated a million times, it becomes the Truth – especially when it's backed by online state-sponsored hate exploiting the fracture lines of society". Increasingly, leaders are going directly to the people, bashing the media as inaccurate and biased.

New regulation is often suggested as a powerful weapon to oppose misinformation. Beware. In this domain, legislation can have dramatic consequences on press freedom and foster an adverse impact on trust. The temptation, particularly by governments who don't like what gets said about them, will be to legislate. This is a problem for press freedom as it's most often those who don't want criticism that are ready to regulate. In 2018, a European Commission high-level group published a report on misinformation. The report explicitly recommends not regulating against misinformation - but the EU is only one of many governing bodies that have sought to stem the flow of online misinformation over the past few months. Spanning from Latin America to Asia, these efforts raise questions about infringing free speech guarantees and are frequently victims of uncertainty. The muddying of the definition of so-called fake news, the relative reach of which is still being studied, hinders governments' ability to accomplish anything effective.

In that context, we need to cherish an open and constructive conversation with the public. With a more local and closer approach to society, journalists can regain their privileged connection with the readers seeking explanatory stories that helps make sense of the chaos around them. In 2017 WAN-IFRA's World Editors Forum has endorsed five cardinal principles which can be an inspiration for responsible communications and free expression. In a world of hyper-information. Those principles champion credibility, independence, accuracy, professional ethics, transparency and pluralism. In establishing news brands as a trusted certificate of origin for content, a requirement of next-level journalism is that it goes beyond basic facts and enables and encourages analysis, contextual and informed expression of opinion, moving from the provision of news to knowledge that empowers.

Trust in media also begins with inclusion. Open and inclusive media brands are in a better position to connect with consumers no matter what their race, gender, sexuality, religion, age or social background. In the media, when people feel that their issues are covered and their voices are heard, trust can flourish and revenue boosted. WAN-IFRA, as global organisation, plays a particularly influential role in prioritising inclusion and gender equality and identifying collective solutions to bring about concrete change. In 2010, we were given the opportunity to pilot Women in News, an innovative new leadership development program with rapid expansion since then. In 2018, we committed to gender equality in our policies, our management, our programmes and our governing bodies. We have set unequivocal internal targets in our governance, our organisation, and our operations to support these goals by the close of 2020 in a Strategic Plan for Diversity and Inclusion. Establishing gender diversity targets across all of our activities is a big step forward for our organisation and we hope to set an example and be a platform where we speak openly about it.

For the press, re-establishing trust with its audience is not only an economic imperative, but also a social and democratic obligation. It has many ramifications including the capacity of the press to play its role in society. We are eager to engage with you and our global members on this topic, standing in defense of the news industry, press freedom and the freedoms of our society.

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.

WAN-IFRA drives the global conversation on the future of independent news publishing

PRESS FREEDOM AND JOURNALISM

We protect the rights of journalists and publishers to operate a free media, and promote editorial quality and professional practice.

MEDIA SUSTAINABILITY

We provide our members at all stages of development with innovative and professional services to help their businesses prosper.

MEDIA INNOVATION

We provide our members with new ideas and applied research by bringing the outside in, looking beyond what is already known.

ROUNDUP OF THE YEAR

HIGHLIGHTS 2018

THE BACKSTORY - A PRESS FREEDOM PODCAST January

WAN-IFRA launches The Backstory, a new podcast series exploring media freedom issues from across the globe. Each month we take a look at a challenging issue that journalists and media organisations are faced with, exploring how they tackle - and surmount - the obstacles to continue reporting the news.

EUROPEAN DIGITAL MEDIA AWARDS ANNOUNCED IN COPENHAGEN April

The winners were announced on 10 April during a special presentation at the end of the first day of WAN-IFRA's Digital Media Europe Conference in Copenhagen.

APPOINTMENT WAN-IFRA NOMINATING COMMITTEE April

The newly formed Committee is responsible for identifying and nominating candidates to fill the key-role of second vice president of WAN-IFRA. Before any appointment is made by the board, will evaluate the balance of skills, knowledge, experience and diversity on the Board.

HANDBOOK ON SEXUAL HARASSMENT FOR MEDIA PROFESSIONALS May

WAN-IFRA releases a comprehensive Handbook on Sexual Harassment for media managers and media employees which includes a best practice sexual harassment policy and procedures guide drawn from WAN-IFRA members.

WAN-IFRA CALLS ON FACEBOOK TO EXEMPT NEWS CONTENT FROM ITS POLITICAL ADS POLICY June

WAN-IFRA with six media organisations and their affiliates representing over 20,000 media publishers and professionals in over 120 countries around the world have come together to express concern over Facebook's new advertising policy that labels quality news as political advocacy and includes such content in its political ad archive.

WOMEN IN NEWS LAUNCHED IN CAMBODIA, MYANMAR AND VIETNAM February

Expanding its programme to 80 media partners in 15 countries. WIN is now active in Botswana, Kenya, Malawi, Rwanda, Somalia, Tanzania, Zambia, and Zimbabwe (WIN Africa) and Egypt, Jordan, Lebanon and Palestine (WIN MENA) and Cambodia, Myanmar and Vietnam (WIN SEA).

MIDDLE EAST DIGITAL MEDIA AWARDS ANNOUNCED IN COPENHAGEN February

The winners of WAN-IFRA's Middle Eastern Digital Media Awards for 2018 were honoured at the close of the first day of the 13th annual Middle East Conference in Dubai (28 February-1 March 2018).

WORLD EDITORS FORUM INDIA CHAPTER February

The first World Editors Forum's Regional Chapter is chaired by Mukund Padmanabhan, Editor of The Hindu.

WORLD PRESS FREEDOM DAY 3 May

UNESCO World Press Freedom Day was celebrated in Accra, Ghana, where we contributed to panel discussions on the safety of journalists and fighting back against the 'fake news' phenomenon. WEF President David Callaway penned an Op-Ed that we shared with newspapers around the globe.

WAN-IFRA ANNOUNCES 2018 LAUREATES OF THE WOMEN IN NEWS EDITORIAL LEADERSHIP AWARD May

The Women in News Editorial Leadership Award recognises an exemplary contribution of an Editor to her newsroom - and under her leadership the contribution of her newspaper - to society. Noura al Hourani and Barbara Kaija Editors from Syria and Uganda received the Award recognizing exceptional leadership in the newsroom.

WAN-IFRA CELEBRATES ITS 70th WORLD NEWS MEDIA CONGRESS June

900 delegates from 80 countries attended the 70th World News Media Congress, World Editors Forum and Women in News Summit held in Estoril, Portugal.

GOLDEN PEN OF FREEDOM AWARDED TO MARIA RESSA June

The annual press freedom award of WAN-IFRA IS awarded to Maria Ressa, Co-founder, CEO and Executive Editor of the online news site, Rappler, Philippines.

LISA MACLEOD ELECTED VICE PRESIDENT June

Lisa MacLeod, Head of Digital at Tiso Blackstar Group, South Africa, is elected Vice-President of WAN-IFRA. Seven executives from leading news media companies were also elected to new terms on the Board, including Karin Petterson (Schibsted) newly appointed Chair of the Media Freedom Board.

NEW PHD PROGRAMME SUPPORTED BY WAN-IFRA AT UCLAN July August

This project supported by the University of Central Lancashire (UK) and powered by GAMI is mapping and benchmarking Innovation Medialabs to explore how journalism innovates around the world.

WAN-IFRA IS AWARDED THE ANJ PRESS FREEDOM PRIZE August

ANJ is the Brazilian News Publishers Association. Its Presse Freedom Award is the most prestigious press freedom prize in the country.

THE QUINT, THE SCROLL, AND ABP AMONG WAN-IFRA'S SOUTH ASIA DIGITAL MEDIA AWARDS WINNERS July August

The third edition of the 'South Asian Digital Media Awards' was presented at WAN-IFRA India conference. Over 30 media organisations were awarded under 10 different categories.

WAN-IFRA JOINS UNITED FOR NEWS COALITION October

WAN-IFRA joins a diverse and pioneering group of stakeholders including Bloomberg, Vodafone, LSE, the News Integrity Initiative, GFMD, MDIF, Omidyar Network, App Nexus, and Edelman with focus on initiatives to foster sustainability and trust in media.

WAN-IFRA AND FIPP JOIN FORCES AT IFRA DCX EXPOS IN BERLIN October

News media executives and content professionals gather in Berlin for the dual IFRA World Publishing and DCX Digital Content Expos, evaluating the industry's latest innovations, business trends and technologies.

NEWSROOM SUMMIT 2018 IN OSLO October

150 participants joined the event hosted this year at Schibsted HQ.

INTERNATIONAL DAY TO END IMPUNITY FOR CRIMES AGAINST JOURNALISTS 2 November

To help raise awareness of rising impunity for crimes against journalists, WAN-IFRA join forces with UNESCO's International Day to End Impunity for Crimes Against Journalists.

HIGH IMPACT SMS PROGRAMME CONCLUDES WITH STRONG RESULTS November

Working with 160 media professionals from 87 media companies in 12 countries, the two-and-a-half year programme Strengthening Media and Society in Emerging Democracies and Fragile States over 150 media freedom advocacy actions take place.

NEW FUNDING FROM NORWAY TO SUPPORT MEDIA FREEDOM November

The Norwegian Ministry of Foreign Affairs awarded NOK 2.2 million in additional funding to expand the activities of the current Media Freedom and Democracy Programme.

WAN-IFRA PARTNERS WITH NEWS MEDIA CANADA AND THE GLOBE AND MAIL TO LAUNCH NEW MEDIA SUPPORT PROGRAMME September

Launched in Partnership with News Media Canada and The Globe and Mail, the Media Mentoring Programme (MMP) is a capacity-building programme to strengthen the sustainability of innovative media from the Arab region. It matches media companies from the region with senior newspaper executives for in-house and virtual mentoring on business planning, audience engagement and revenue generation and diversification strategies.

WORLD PRESS TRENDS REPORT 2018: MEASURING THE VALUE OF TRUST October

The report analyses the data collected from WAN-IFRA's annual survey of more than 70 countries, in addition to the insights and data from its global partners, including ZenithOptimedia, IPSOS, PwC, and Chartbeat.

UNITED NATIONS CONVENTION ON THE PROTECTION OF MEDIA PROFESSIONALS October

WAN-IFRA joins an international coalition at the United Nations in New York to launch a campaign seeking the approval of a new UN Convention dedicated to the protection of media professionals.

WAN-IFRA/WEF DEMAND ANSWERS ON JAMAL KHASHOGGI DEATH October

WAN-IFRA and WEF call on Saudi Arabia to provide immediate answers in the case of journalist Jamal Khashoggi.

ASIAN PUBLISHERS RECOGNISED FOR THEIR OUTSTANDING WORK IN DIGITAL AND MOBILE CONTENT November

SPH and South China Morning Post emerged as the biggest winners at the 9th Digital Media Awards organised by WAN-IFRA. The Prize delivered in Hong Kong awards two new Gold winners from Indonesia and the Philippines.

LAUNCH OF THE EDITORIAL BOARD November

APAC Media Leaders Summit Co-organised with SCMP on 7 Nov 2018.

FERNANDO DE YARZA ELECTED VICE PRESIDENT December

Fernando de Yarza Lopez-Madrado, Chairman of the Henneo Group (Heraldo de Aragon) in Spain is elected Vice-President of WAN-IFRA.

WAN-IFRA/WEF CALL FOR CHARGES TO BE DROPPED AGAINST MARIA RESSA December

WAN-IFRA and WEF call on the government of the Philippines to drop tax fraud charges against online news publisher Rappler and its Co-founder, CEO and Executive Editor, Maria Ressa.

NEW REPORT: PUBLISHERS INCREASINGLY COUNTING ON NATIVE ADVERTISING December

In 2017, native advertising brought in 20 percent of overall advertising revenue for news media organisations, according to the annual study conducted by WAN-IFRA and the Native Advertising Institute.

PRESS FREEDOM AND JOURNALISM

World Editors Forum

Press Freedom

Media Development

Media Policy Monitoring

Letter to our membership

Three new forces at work make this a critical time for press freedom and journalism



Michael Golden
President WAN-IFRA

Whether exposing corruption in Europe, calling out lies in the US, or ensuring justice is served in an apparent case of Saudi state-sanctioned killing, journalists around the world continue to be threatened by ever-more impudent attempts to malign and distort the truth - by the very powers designed to safeguard and protect. Rarely has there been a time that press freedom has been under such a sustained attack. Three new forces at work make this a critical time for press freedom and for the core freedoms of our society and its citizens.

The first is the sustained attack by political figures on independent, well-researched journalism in the belief they can substitute a narrative they prefer for the truth. This is being carried out on a scale not seen since the totalitarian societies in the 1930s. Citizens must be informed by researched, reliable, independent journalism. There are legitimate debates around governmental and corporate policy. But too many political leaders are trying to avoid those debates by creating artificial divisions in society that sow discord and distrust. They do not build consensus. As members of the press, we understand our role in holding government and political figures accountable. That means presenting a balanced, fact-based view of the most important issues in government and society broadly. In that context, reconfirming trust in our journalism is a critical point. Trust is vital for our society. Information is now often presented in social media without the context that comes from professional journalism. Misinformation and lies are not new to media. But in the past, most people recognised the properties that invented what they wrote. Today, the information, or disinformation, is dissociated from the organisation that created it. That is a loss to the service we provide our readers.

The second force is this confusion of material our readers and viewers receive that is presented as news. Social media has enabled the presentation of lies and misinformation to be confused with true journalism.

Misinformation is done in some cases by governments or partisan groups for the purpose of disruption and distraction targeted within their borders as well as targeted at foreign countries. It is also done by individuals simply for the gain of page views that can be sold to advertisers. These forces are the enemy of journalism, and it is

our responsibility to make sure our readers understand they are at work, and how they work. The fundamental danger is when lies and misinformation become seen as equal to journalism – as simply a different perspective, as legitimate information. Social media companies say it is difficult to define journalism versus misinformation without weakening free speech. That is true, but difficulty means they must work harder. We also have to hold government accountable for facing this situation and recognizing the danger it poses to our way of life, to our forms of government.

The third force at work is less visible and harder for our societies to deal with. It is also, in the long run, perhaps the most dangerous. Inherent in life, liberty and the pursuit of happiness is the right to conduct one's life free from unreasonable outside control. Privacy was well understood in the recent past. Who you associate with is a private matter. Your opinions and your political views are yours to share, if you wish, with whom you wish. With the advent of the smartphone and the amazing technology that comes with it, those boundaries are being eliminated. It is our obligation as news professionals to make sure our readers and our governments understand what is being done and what is at stake. This invasion of privacy and extreme observation of individual's lives combined with inferences of mental attitude and psychological profiles makes the spread of lies and misinformation more effective and broader based.

The combination of these three forces is unprecedented. Government attacks the media. Disinformation and lies are presented as equal to well-researched journalism. The advent of complex and intrusive technologies that predict interests and susceptibility endangers the privacy of every citizen. This is a threat to the very core of an informed society making decisions about the future. Audacious attempts to silence the press are nothing new but, with new larger forces at play on the society, we have a job in front of us that is as important as it is difficult.

Our Ecosystem

PRESS FREEDOM AND JOURNALISM

The World Editors Forum

WEF is the community within the World Association of News Publishers devoted to newspaper editors worldwide. Our objective is to be at the forefront of analysis and understanding of the emerging trends; be at the forefront of concerted collaboration with news publishers around the world; engage in an in-depth debate about the role of social networks in modern democracy; collect information and opinion from key media players around this subject and provide regular snapshots about the evolution in the area.

Press Freedom

WAN-IFRA addresses political and structural constraints to media freedom through advocacy actions including large scale lobbying campaigns, coordinated press freedom missions, awareness raising activities and events to strengthen legal and regulatory frameworks, reduce censorship and confront other challenges to editorial and economic independence of news media. With formal representative status at the United Nations, UNESCO and the Council of Europe, it derives its legitimacy from its 60 national association members representing 18,000 publications in 120 countries.

Media Development

WAN-IFRA has four key strategic programmatic areas across which it works globally to improve media freedom conditions for individuals and their organisations. We are currently engaged in 25 countries with over 120 media organisations and some 600+ media professionals in Latin America, MENA, Africa, and Southeast Asia. It is a long-term goal of WAN-IFRA's global Media Freedom Strategy to be in a position to offer support from across all four strategic programmatic areas to each individual country in which our media freedom programmes are engaged.

Media Policy Monitoring

To belong to WAN-IFRA is to connect with other publishers' associations from around the world to exchange information, protect and defend common universal values, compare strategies for better serving member publishers and share data and approaches in reacting to legal and governmental measures or private initiatives that impact publishing activity. Our Media Policy Monitoring service helps members to shape the right answers and remain in the driving seat of the debates on media policy issues, and secure the right level of engagement with international policy makers (WIPO, IGF, Council of Europe).



We protect the rights of journalists and publishers to operate a free media, and promote editorial quality and professional practice.

WAN-IFRA believes that increasing media freedom directly strengthens democracy and human rights and is a foundation of societal development, be it economic, cultural or political. This has been a guiding principle of the organisation for seven decades. WAN-IFRA applies a dual approach to supporting media freedom: It addresses political and structural constraints to media freedom through advocacy, and applies development to strengthen the capacity and networks of the media and their representative institutions.

Advocacy actions include large scale lobbying campaigns, coordinated press freedom missions, awareness raising activities and events to strengthen legal and regulatory frameworks, reduce censorship and confront other challenges to editorial and economic independence of media. WAN-IFRA's network of influential publishers and editors provides it with access to the highest levels of government and other institutions. This network also contributes to development actions, which include capacity building initiatives such as skills development training, coaching, mentoring, networking and skills-exchange activities. WAN-IFRA often engages in both advocacy and development actions in parallel.

This dual approach of applying advocacy and development allows WAN-IFRA to address challenges to media freedom from multiple perspectives, leveraging experiences and synergies between advocacy and development projects, partnerships and the wider expertise of WAN-IFRA's international community to encourage meaningful change within societies.

Together, we raised

7.4 M€ for Media

Development since 2015 for an annual breakdown contribution of 2.4 M€ from our donors Brain Trust partners and Membership contribution

which funded

120 news organisations

joining one of our four core programmes

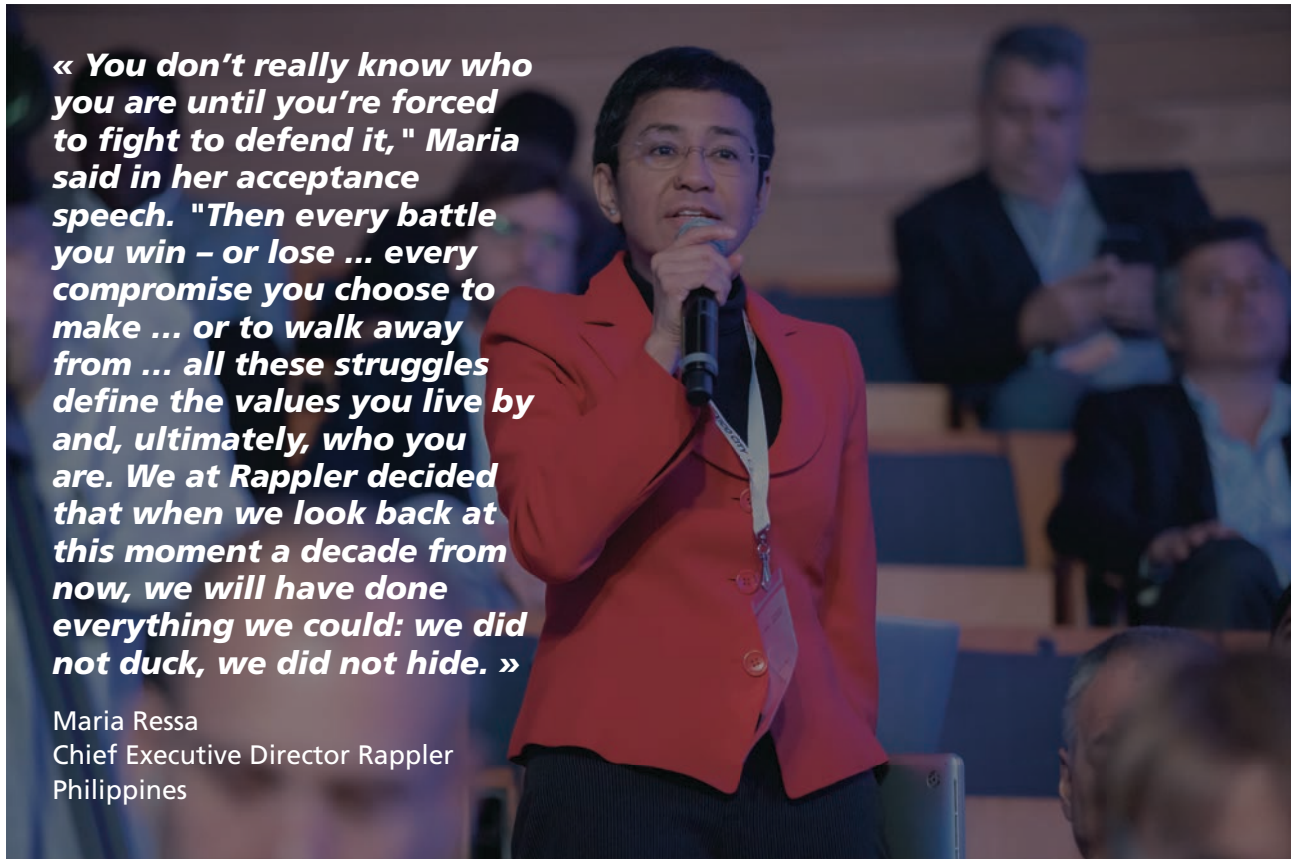
to train and coach more than

600 media professionals

every year

throughout

25 countries.



« You don't really know who you are until you're forced to fight to defend it, " Maria said in her acceptance speech. "Then every battle you win – or lose ... every compromise you choose to make ... or to walk away from ... all these struggles define the values you live by and, ultimately, who you are. We at Rappler decided that when we look back at this moment a decade from now, we will have done everything we could: we did not duck, we did not hide. »

Maria Ressa
Chief Executive Director Rappler
Philippines

GOLDEN PEN OF FREEDOM 2018

Maria Ressa was awarded the Golden Pen of Freedom during Congress in Estoril. Maria is Co-founder, CEO and Executive Editor of online news site, Rappler in the Philippines. The award recognised her unwavering commitment to the values of a free press, as well as her determination to continue exposing stories of vital importance for democracy in the Philippines amidst intense pressure from the government and its supporters.

WHY IT MATTERS The Golden Pen of Freedom recognises the outstanding action, in writing or deed, of an individual, a group or an institution in the cause of press freedom. Behind the names of the laureates lie stories of extraordinary personal courage and self-sacrifice, stories of jail, beatings, bombings, censorship, exile and murder.

THE BOTTOM LINE Since 1961, the Golden Pen turns the spotlight of public attention on repressive governments and journalists who fight them. The Pen has, on several occasions, secured the release of a publisher or journalist from jail or afforded him or her a degree of protection against further persecution.

“ We hope the Golden Pen deters those who seek to undermine media independence and the profession of journalism by showing the solidarity that the award represents. When all else fails, we should know that we have each other to rely upon if we are to continue making the kind of impact, breaking the sort of stories, and shining our light into those dark corners in a way our communities have come to expect. The way Rappler has been doing, and will keep on doing. **»**

David Callaway, President of the World Editors Forum

Press Freedom

HIGHLIGHTS IN 2018

January **The Backstory, a new podcast series exploring media freedom issues from across the globe**

Each month we take a look at a challenging issue that journalists and media organisations are faced with, exploring how they tackle - and surmount - the obstacles to continue reporting the news. You can listen to each episode direct from our website or subscribe via iTunes or Stitcher.

February-April **South Africa - Digital Security Training and Assessments in MFC Newsrooms**

When the South Africa Media Freedom Committee held a three-day digital security training last February with trainer Murray Hunter, they knew it wouldn't be enough. Four MFC newsrooms (The Herald, Mail and Guardian, GroundUp and The Sunday Times) were handed an in-house assessment to identify needs regarding digital safety. In addition, with the help of digital security expert Norman Shamas from the ISC Project, the MFC coordinated a second training in April and offered all MFC-participating newsrooms the opportunity to take part.

March **Media Mentoring Programme: Southeast Asia programme.**

In March and April, 8 Norwegian Mentors travelled to Cambodia, Myanmar and Vietnam to conduct in-house workshops and peer-to-peer mentoring on digital strategy, audience engagement, content partnerships and other digital revenue generation and growth tactics with media partners in the Media Mentoring Programme: Southeast Asia programme.

May **Physical Safety Workshops and Public Conferences in Ecuador**

Physical safety workshops and conferences for journalists in Guayaquil and Quito were organised after the killing of three media workers.

June **Women in News Summit Brings together Industry to Share Best Practices, Challenges in Gender Equality**

More than 200 media executives from around the world gathered in Estoril in June to discuss practical strategies to promote gender equality in the newsroom and in the content they produce in an event that served also as a rallying call for media companies to take the first step in holding themselves to account: counting heads and tracking content.

July **The Backstory Episode 6 - Soft censorship, hard impact - How governments manipulate media**

It is increasingly rare to find instances of direct censorship of media in the world today. But indirect censorship, called soft censorship, is thriving. It manifests itself through government pressure on media groups through advertising decisions and restrictive legislation. Less violent than kidnapping and murdering journalists, it is as existential a threat to journalism.

September **Mentoring Programme for Media in Arab Region Launched in Partnership with News Media Canada and The Globe and Mail**

As part of the 15-month programme, Media Mentoring Programme (MMP) Arab Region matches media companies with senior newspaper executives for in-house and virtual mentoring on business planning, audience engagement and revenue generation and diversification strategies. The programme formally launched in September 2018 with representatives from the MENA-region media companies travelling to Toronto, MMP Arab Region is made possible through a new partnership with Open Society Foundations.

October **World's Press Demands Answers in Jamal Khashoggi Death**

WAN-IFRA called on Saudi Arabia to provide immediate answers in the case of journalist Jamal Khashoggi, who disappeared after a supposedly routine visit to the Saudi consulate in Istanbul, Turkey on 2 October and was subsequently confirmed dead.

October **WAN-IFRA Joins Call for UN Convention on the Protection of Media Professionals**

WAN-IFRA joined a mission to the United Nations in New York to launch a campaign seeking the approval of a new UN Convention dedicated to the protection of media professionals. The delegation included representatives of journalists organisations, media workers, broadcasters and newspapers from around the world.

November **WAN-IFRA Secures Supplementary Funding from Norway to support Media Freedom**

In November 2018 the Norwegian Ministry of Foreign Affairs awarded NOK 2.2 million (EUR 220,000) in additional funding to expand the activities of the current Media Freedom and Democracy Programme, which is implemented in close partnership with WAN-IFRA member MBL. The funds will be applied to support the existing Media Freedom Committees in operating in East Africa and Southeast Asia, as well as the expansion of the Women in News programme to Uganda.

November **High Impact 'SMS' Programme Concludes with Strong results**

Danish Foreign Ministry supported 'Strengthening Media and Society in Emerging Democracies and Fragile States' programme final reporting period and results gathering. Working with 160 media professionals from 87 media companies in 12 countries (Colombia, Ecuador, Mexico; Egypt, Jordan, Palestine; Kenya, South Africa, Uganda; Indonesia, Malaysia, the Philippines), the two-and-a-half year programme saw five regional workshops completed, one Global MasterClass, more than 180 hours of training, and over 150 media freedom advocacy actions took place.

December **World's Press Calls for Charges to be Dropped Against Rappler Editor and CEO, Maria Ressa**



Media Development

STRENGTHEN THE CAPACITY AND NETWORKS OF THE MEDIA

2018-2022 Media Freedom Strategic Plan

The Media Freedom department follows a strategic plan formally approved by the Media Freedom Board in June 2018. The Strategic plan articulates in more detail WAN-IFRA's unique positioning within the media development sector, as well as its logical approach to sustaining and growing its media freedom activities. The strategic plan is revisited and revised in cooperation with the Media Freedom Board on an annual basis.

Four core models to achieve our media freedom objective

WAN-IFRA is distinct from other actors in the media freedom sector due to its unique ability to engage, mobilise and empower the media industry to tackle media freedom challenges through activities including:

- Skills and expertise drawn directly from the industry (peer-to-peer and south-to-south knowledge sharing);
- Collective presence as the industry, resulting in a strong advocacy voice that promotes solidarity across the sector (advocacy committees; local/regional associations);
- Creating and maintaining a desirable global professional community (business, editorial, innovation);
- Programme models (tested but adaptable approaches that work toward local ownership and institution strengthening).

WAN-IFRA has developed four core models to achieve its media freedom objectives of strengthening business and editorial competencies of media professionals, increasing the diversity in leadership and voices within media, and improving environmental conditions for media freedom: Our four strategic programmes are designed with maximum flexibility to work standalone or in

combination to address what WAN-IFRA believes are key priority areas for support to media operating in challenging environments. All four programmes apply tried and tested approaches to building the capacity of media professionals and their organisations to withstand challenges to press freedom, assist with business and professional development, strengthen editorial quality and output, and address gender imbalance in the news industry. Our four strategic programme areas are the 'tools' that we apply to achieve this.

WAN-IFRA also responds to member requests for support where possible and engages in ad-hoc projects, which might incorporate specific components of the above programmes.

Media Freedom Partnerships

WAN-IFRA has built a portfolio of signature media freedom programmes through the contribution of its global membership and the support from the Swedish International Development Cooperation Agency, the Norwegian Ministry of Foreign Affairs, IREX and Open Society Foundation. From 2016-2018 WAN-IFRA the Ministry of Foreign Affairs of Denmark was a major funding partner as well. The majority of these partnerships are long-term relationships that have grown over time, thanks in part to the dedication and support of the WAN-IFRA's Media Freedom Board and other champions drawn from the WAN-IFRA's membership base.

Media Development

STRATEGIC PROGRAMME BREAKDOWN

1 Media Freedom Committees

We look to empower media professionals to better advocate for freedoms and surmount the challenges that prevent a free press from flourishing.

Type of Activities Physical safety training of journalists and editors; digital security training; newsroom safety assessments; professional skills workshops (fighting 'fake news' and misinformation; ethics, professionalism and hate speech; social impact reporting, etc.); advocacy and campaigning on local priority issues and challenges; professional network building and solidarity initiatives; public events and engagement with local communities.

Where operational Colombia, Ecuador, Mexico, Cambodia, Indonesia, Malaysia, Myanmar, the Philippines, Kenya, South Africa, Uganda, Egypt, Jordan, Palestine.

2 Women in News

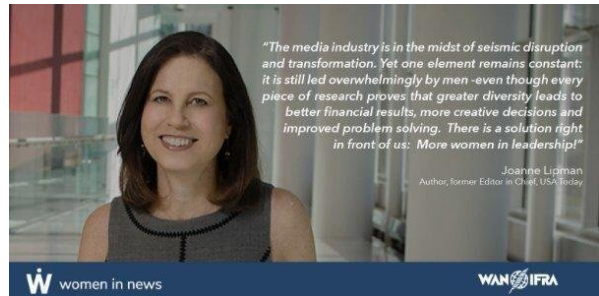
We equip women journalists and editors with the skills, strategies, and support networks to take on greater leadership positions, while partnering with media to identify industry-led solutions to close the gender gap in their newsrooms, boardrooms, and in the content they produce.

Type of Activities media management skills development, mentoring, coaching, networking to build the leadership competencies of women media professionals, as well as in-house advisory services to assist media to develop internal policies and practices to achieve greater gender balance and operational excellence. (Includes bespoke training in mobile journalism, career management, management strategy, as well as increasing gender balance in news content and building a gender strategy.) Throughout programme activities, every opportunity is made for cross border networking and exchanges.

Where operational Botswana, Cambodia, Egypt, Jordan, Lebanon, Kenya, Malawi, Myanmar, Palestine, Rwanda, Somalia, Tanzania, Vietnam, Zambia, Zimbabwe.

3 Media Management Mentoring

We prioritize mentoring as a key contributor to the development of management capacity in support of strengthening organisational foundations for sustainability.



Types of Activities This programme is rooted in the deep value of peer-led mentoring as a method of developing the media management competencies of media partners. Given the current challenges in today's media landscape, the emphasis is often on digital strategy and operations. Mentoring is led by members of the WAN-IFRA Media Freedom Brain Trust, often facilitated through close cooperation with national association members. Mentors will conduct virtual as well as in-house mentoring, making onsite visits to media partners at key points during the programme period. Complementary activities included participation in regional digitally focused WAN-IFRA conferences, online and in-person training/workshops on core media management topics. Programme participants from different regions will link up for peer-to-peer mentoring when possible. Newsroom study tours may also take place.

Where operational: Cambodia, Egypt, Jordan, Lebanon, Myanmar, Tunisia, Vietnam.

4 Building Newsroom Innovation Culture

Our work on making innovation accessible to all encourages media to strengthen its social impact within local communities via exposure to the latest techniques and innovative thinking.

Types of activities Mentoring individuals and supporting news organisations in their innovation change process, incubating ideas from initial concept through to implementation; connecting local media innovators with local, regional and global networks for funding and investment opportunities, product research and development, collaborative working and problem solving, etc.; workshops and seminars to orientate and raise standards in the newsroom innovation process and to encourage buy-in from management and the wider institution; project development and individual coaching; project proposal, pitch development and innovation grants to encourage media to include social impact and community/audience engagement in their innovation thinking.

Where operational Colombia, Ecuador, Mexico, Indonesia, Malaysia, the Philippines, Kenya, South Africa, Uganda, Egypt, Jordan, Palestine.

How additional funds would be applied: Additional funds would allow us to expand the programme to include a wider selection of media in the innovation process and bring a broader selection of expertise into the training and development resource pool. They would also contribute to the development of an innovation 'ecosystem' in each country of intervention (strengthening links between media and tech and start up communities, academic institutions, media labs and investors).

World Editors Forum

PROMOTE EDITORIAL QUALITY AND PROFESSIONAL PRACTICE



Annual review 2018

If 2017 was about Fake News, 2018 was about the fight back - with regaining readers' trust the central theme for the World Editors Forum. This drove much of our activities, conference programmes and public messaging from the Board. However, alarming anti-press rhetoric and disturbing attacks on journalists dominated board conversation and utterances.

Events

The 25th World Editors Forum in Portugal was an overwhelming success, with the programme highly commended. Its focus on Trust, and connecting with people who no longer believe in journalism, is an enduring theme. WEF led the programming on Women in News Summit which with its interactive format was a highlight.

The 2019 Newsroom Summit at VG in Oslo, was better-planned, sold, marketed than recent years thanks to focused leadership and teamwork with WAN-IFRA Services and a good partnership with VG/Schibsted, whose ideal venue, contributed to the positive, interactive vibe of the event. The formula of having it in a publishing house, and tying it to a study tour worked extremely well and timeous programme themes of engagement/personalisation met an obvious need. The post conference study tour in Oslo and Stockholm was a sellout. We had extremely constructive visits to newsrooms of VG, Aftenposten, AMedia, Expressen, Dagens Nyheter

The traditional WEF spring-time study tour to New York was also sellout with the focus on engagement, newsletters and newsroom organisation. It was a privilege to attend the Washington Post and New York Times editorial meetings in the week when details of Jamal Khashoggi's brutal killing first emerged.

Building Trust and Fighting Disinformation

WEF was a founding partner of the Global Council to Fight Disinformation and Build Trust in Journalism. It is an umbrella body to map and track initiatives. The founding partners included The Global Forum For Media Development, The Ethical Journalism Network, The Global Editors Network, The European Broadcasting Union and Online News Association. Lack of funding for dedicated resources has hampered its development.

WEF received funding, via Gavin O'Reilly's RedFlag Consulting, to host a workshop to improve science and health coverage. The initial event Science in the Newsroom: Keeping facts Straight, took place in London in October and a subsequent report from the workshop on the challenges in this area, resulted in a second funding grant for 2019 to conduct similar workshops and build resources for newsrooms. The first workshop will be in Singapore in May and the second in Glasgow.

WEF Executive Director Cheryl Ireton led a UNESCO project to build a curriculum on Journalism, Fake News and Disinformation, which has had significant positive spinoff for WEF. Educational institutions, editors' associations and newsrooms around the world have adopted the published set of lessons.

Media Policy Monitoring

WORKING TOGETHER AND PRESENTING A UNITED FRONT

In 2018 the work of the Public Affairs department has focused greatly on External Relations, in an attempt to bring WAN-IFRA Member Associations' concerns to the attention of global actors. Our external relation activities were focused on precise requests from the member associations: gain access to the World Intellectual Property Organisation, launch or renewed news literacy activities, and elevate the profile of our members in international fora.

United Nations Convention for the protection of journalists

WAN-IFRA joined a coalition of international organisations to campaign for the adoption of a new UN Convention dedicated to the protection of media professionals. The delegation included representatives of journalists organisations, media workers, broadcasters and newspapers from around the world. The draft has been presented before State representatives from Europe, the Middle East, North Africa, Latin America, Asia and North America, meeting at the UN headquarters in New York City. If such an instrument existed, it would rectify the existing gap in international law for binding norms defending media professionals, and elevate from soft law protections such as confidentiality of sources and the ban from the misuse of national security to silence journalists. The coalition included Zuliana Lainez Otero from ANP-Asociación Nacional de Periodistas del Perú and Nydia Susana Piedra, from Federación Nacional de Periodistas del Ecuador (FENAPE).

Copyright in the digital era: supporting local content

The Internet Governance Forum has invited WAN-IFRA in a panel organised together with the World Intellectual Property Organisation. On the occasion WAN-IFRA joined forces with major representative bodies of the creative industries such as European Broadcasting Union and the International Federation of Film Producers Associations, what paved the way for WAN-IFRA to enter, within WIPO, the Coalition for the Creative Sector Organisations. In IGF 2018 we participated again in the working group on media development and Internet governance with Center for International Media Assistance and National Endowment for Democracy and Global Forum for Media Development, an initiative that has a high international visibility, to the point that it was praised in an email by SIDA contact Kristin Olsen.

World Intellectual Property Organisation

WAN-IFRA joined the exlbi-annual Standing Committee on Copyright and Related Rights. The main topic of

interest to our industry that is being discussed are the limitations and exceptions regime first on libraries, and subsequently on archives and museums, with a focus on conservation, access, and exploitation of works, particularly in the digital environment; and the limitations and exceptions regime to educational and research institutions.

The United nations regional group known as GRULAC (Group of Latin America and Caribbean Countries) recently presented a proposal to bring the discussion on intellectual property in the digital environment into the WIPO assembly.

Sylvie Forbin, WIPO's Deputy Director General, Copyright and Creative Industries Sector was invited in June to the WAN-IFRA Committee of Directors of Member Associations. Ms Forbin told WAN-IFRA that WIPO is keeping close tabs on the discussion happening at EU level on neighbouring rights and reintroduce it in the WIPO Treaty when the GRULAC study will be opened to publishers. WAN-IFRA has received the task from the Committee of Directors to move into that direction.

Internet & Jurisdiction

The Internet & Jurisdiction Policy Network is a multi-stakeholder organisation addressing the tension between the cross-border nature of the Internet and national jurisdictions. Its Paris-based Secretariat facilitates a global policy process between key stakeholders to enable transnational cooperation and policy coherence. WAN-IFRA was asked in 2018 to join the stakeholders forming the Policy Network Contact Group that aims to tackle the issue of content takedowns around the world. The twin goals of the Contact Group are to leverage existing initiatives and knowledge, and identify policy options for possible solutions to be offered to regulators. Through regular meeting addressing all the different industries' concerns, we aim at producing by June 2019 policy guidelines that would help governments protect human rights, fight abuses, and enable the global digital economy while at the same time preserving the cross-border nature of the Internet.

Facebook Political Ad Policy

In 2018, Facebook announced a policy that treated the journalism of our industry in the same fashion as it would treat the spread of lies and misinformation that has become a scourge on social media. Twitter quickly followed suit. That was unacceptable to WAN-IFRA and to journalistic organisations around the world. A critical factor in that success was the role of international players, including the News media Alliance in the US, DCN, ASNE, the European Publishers Associations. Acting as one voice we have made Facebook and Twitter change their policies. How we turned Facebook and Twitter around over the next seven months is testimony to the value of our working together and presenting a unified front.

MEDIA SUSTAINABILITY

Events and Networking
Publications and Insights
Advisory Services

We provide our members at all stages of development with innovative and professional services to help their businesses prosper.

Everything we do is because we believe that freedom of expression is a fundamental right, a touchstone of all our freedoms, and press freedom enhanced by solid independent news publishing companies as one of its fundamental pillars.

By pooling the expertise of a global network of 18,000 news organizations and 80 association members, we deliver operational services to our individual members, whether it be to share knowledge on best practices, solutions to develop their organisation and business, or to connect with peer-to-peer expertise, or business partners that will help find the best solution possible to grow your business.

Our values provide us with the foundation to support our members with the professional product, service, and support they've come to love and expect from WAN-IFRA.

We strive to deliver a world-class support every day with information, strategic insights and networking platforms. They are irreplaceable catalysts for transformation and growth and part of our fundamental mission at WAN-IFRA. The more we share, the more we grow together, and the better we are prepared for tough decisions in turbulent times.

Together in 2018, we organised

50 world-class business events in Europe, the Americas, South East Asia, India, ME and Africa

attended by more than

9,000 media executives

Our six newsletters are read by a total of

36,880 subscribers every month

showing an increase of

+11% compared to 2017.

Our Ecosystem

MEDIA SUSTAINABILITY

Publications and Business Insights

WAN-IFRA provides a lucid, authoritative filter to the overwhelming flood of information about media. We invite our members to get to know leading experts and their opinions to explore and understand the impact of new business models, technology, user behaviors.

We focus on quick delivery of insights via digital channels with our blogs, social networks, special reports and segmented newsletters.

Events and Networking

WAN-IFRA monitors and shares industry best practices through a series of events produced by four regional offices. These include global and regional events, topical conferences, workshops, and study tours.

Every year, we engage with a network of approximately 10,000 individual executives who attended to fifteen major news publishing events, and other topical workshops, study tours and committees across Europe, Asia, Latin America, Africa, Middle East and Americas.

Digital Media Awards

WAN-IFRA's World Digital Media Awards is the news media industry's only truly global digital media competition. The winners of our 2018 Digital Media Awards regional editions in Africa, Asia, Europe, Latin America, the Middle East, North America and South Asia face each other in this unique and final international competition. Our 10 categories recognise publishers who have created ground-breaking digital products that engage readers while growing their online business.

Advisory Services and Capacity Building

Whether you would like a quick assessment call, an on-site strategic workshop for your managers, a full-scale transformation project, or apply to our masterclasses, e-learning courses or year-long executive programme, WAN-IFRA delivers the link between information, expertise and results. Our consultants assist our members worldwide in the following areas of expertise: Executive Coaching, Branded Content, Newsroom Efficiency, Reader revenue, Digital Subscriptions, Newspaper Production.

High-level Strategic Panels

Because one solution does not fit all, WAN-IFRA is increasingly investing in dedicated and agile community-driven platforms. In Europe, the Nationals Club convenes 15 top media executives to create actionable knowledge, learn from success and failures, share business strategy, weave and connect emerging themes and insights, and harvest ways to better perform. In 2018, partnering with the South China Morning Post, WAN-IFRA launched the Editorial Board in APAC. In November 15 'C' Level media leaders met in HK for the first time.

The World Printers Forum

WPF is the WAN-IFRA's community for printing and production executives and related technology vendors. In 2017, the team completed the Optimized Paper Handling and Logistics (OPHAL) project and delivered two reports on Print-Online performance gap and High Value print production. The International Color Quality Club competition for 2017-2018 has attracted 120 entries from printing plants and will be managed out of the Research and Material Testing Centre in Chennai. In 2018, the Forum introduced the Print Innovation Awards.

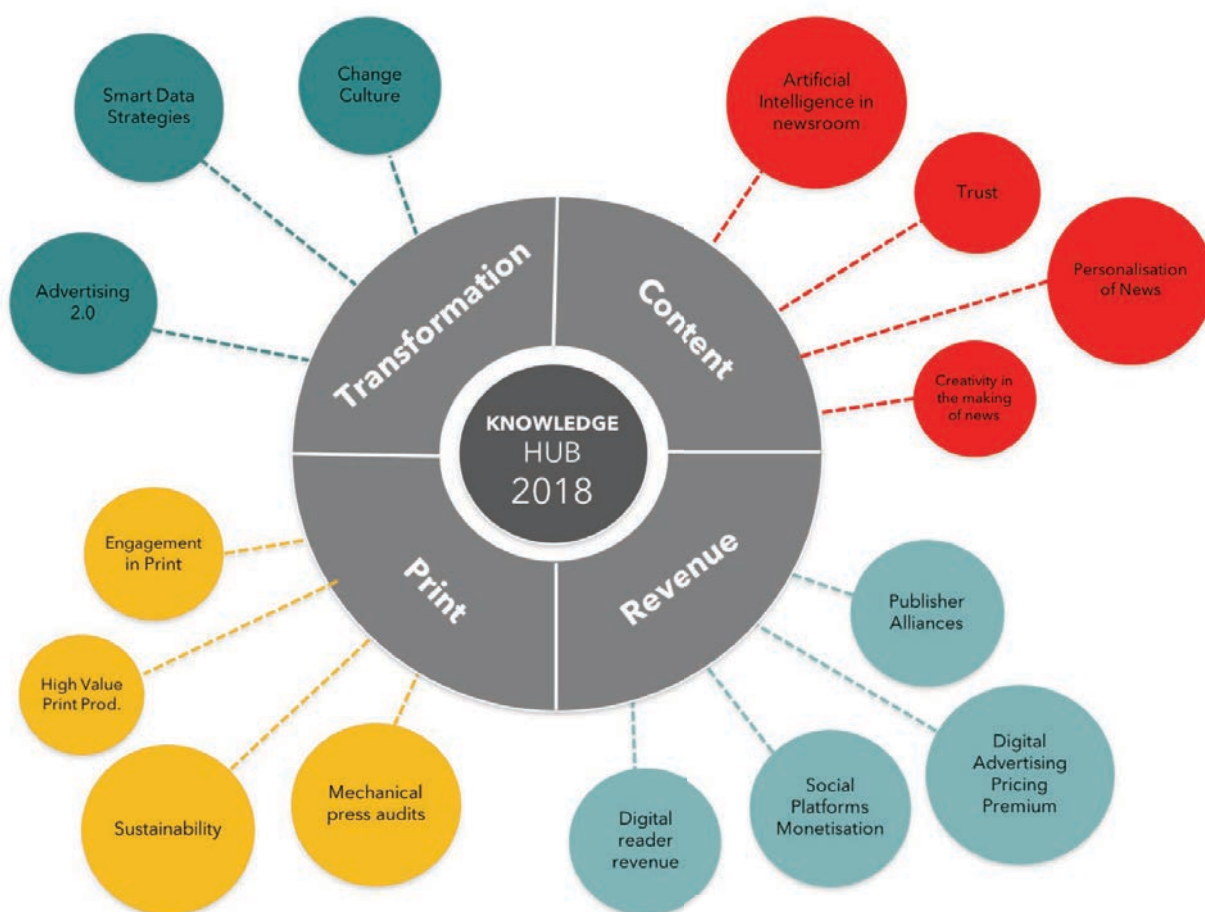
FOCUS AREAS 2018-2019

WAN-IFRA established in 2014 the Knowledge Hub for the news media industry with the mission to leverage that knowledge to provide professional services to WAN-IFRA members. 2018 was both an exciting and challenging time as well. All WAN-IFRA projects had the twin objectives of creating value for members and simultaneously making a positive financial contribution to the organisation.

The Knowledge Hub is a strategic framework to organise and collaborate across departments, while focusing on the needs of our members. We short list the most important

topics under the four pillars – transformation, content, revenue and print.

The short list is created through in-depth discussions with various forums, experts and members. The team defines a set of actions for each topic, such as creation of a report, a microsite with interviews with experts, case studies, training modules on the topic, personal advisory services, forming expert working groups and sessions at various conferences around the world. This allows WAN-IFRA to bring scale to the member offerings and ensure close collaboration among its global membership in close relationship with our offices in Frankfurt, Paris, Chennai, Singapore and Mexico City.



Publications

INSIGHTS THAT TRANSFORM YOUR BUSINESS

Newsletters

With more than 32,000 unique subscribers, our six topical newsletters, and daily Executive News Service enjoy a growth record in 2018 demonstrating an increased interest by its 21,000 unique subscribers:

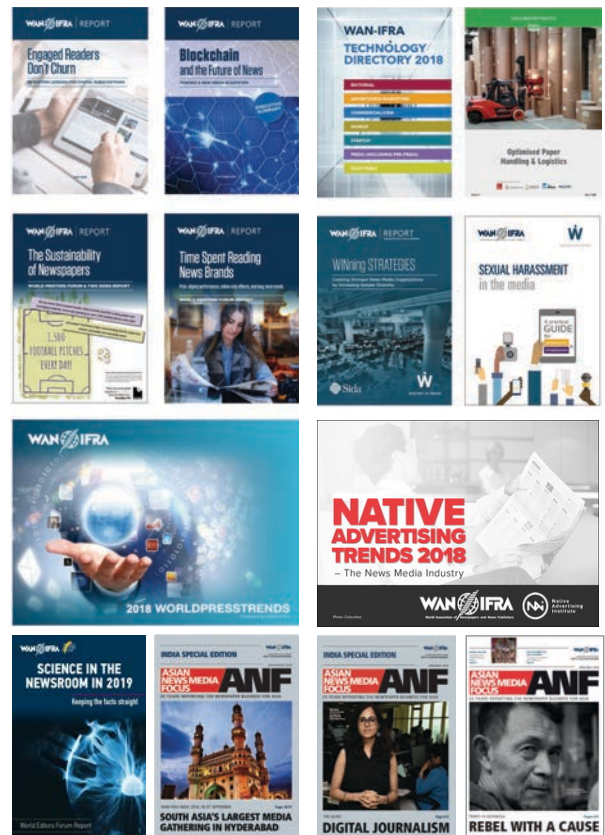
- 10.6 % (YoY) increase in subscriptions to the 5 newsletters
- 3,120 (YoY) new subscriptions to newsletters
- 36,880 total subscriptions to newsletters
- 21,112 unique subscribers to newsletters



Business and Strategy Technology Reports

WAN-IFRA Reports identify, analyse and promote all important breakthroughs and opportunities that can benefit news publishers all over the world. Reports published in 2018 include:

- Implications of changing to lower grammage newsprint
- Sexual harassment in the media – A practical guide for employers & employees
- Publisher Ad Alliances – Why they make sense and how they work
- The Sustainability of Newspapers
- Engaged Readers Don't Churn – Retention lessons for digital subscriptions
- Time Spent Reading News Brands
- World Press Trends 2018
- Science in the Newsroom in 2019
- Native Advertising Trends in News Media
- Blockchain and the Future of News



Advisory Services

EXPERTISE THAT HELPS YOU PROSPER

The Media Management Accelerator is WAN-IFRA's growing e-learning programme

WAN-IFRA experienced a huge growth in in usage of MMA online modules

A German version, developed in partnership with our member association Schweizer Medien, is now available, and we are now developing new content.

Nearly 100 certificates of completion have been issued in 2018.

eRev Executive Programme recruits new members in 2018

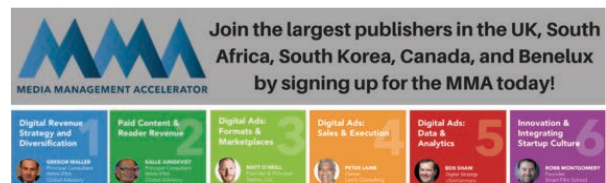
In 2018, six new corporate members including The Financial Times, Amedia, Welt, the Daily telegraph, Singapore Press Holdings, and Agora, signed in for the year-long eRev Executive Programme.

The programme offers in depth discussions with market optimisation, engagement and retention experts at WSJ, NYT, WaPo, Hearst, and within the group.

Our focus in 2018 is 100% on digital subscriptions – i.e. deeper editorial engagement, subscriber-led product development, data-driven marketing.

Webinars

8 webinars with 600 registrants covered many topics addressed in our reports, including Reader Revenue, Facebook Changes, the five main lessons learned from BBC Transformation, Gender Diversity, GDPR for Publishers, Publisher Alliances, Retention Lessons for Digital Subscriptions, World Press Trends.



Events and Awards

LEARNINGS THAT GIVE YOU AN EDGE

World News Media Congress World Editors Forum Women in News Summit

WAN-IFRA celebrated its 70th anniversary during the World News Media Congress held in Estoril on June 6-8, 2018.

Nearly 900 media executives from 80 countries with 96 world class speakers gathered in Estoril. Women in News Summit brought together 200 media executives to discuss practical strategies to promote gender equality in the newsroom and in the content they produce.



ALEXIS LLOYD
CHIEF DESIGN OFFICER
AXIOS USA



MIKI TOLIVER KING
VICE PRESIDENT MARKETING
THE WASHINGTON POST, USA



TINA STIEGLER
EVP PEOPLE AND STRATEGY,
SCHIBSTED MEDIA GROUP, NORWAY

 ATELECH ALEMU ARGAW Head of Data and Privacy Schibsted Media Group Sweden	 ROS ATKINS President Outside Source BBC World News Television UK	 MATTHIAS BERNINGER VP Public Affairs Mars Incorporated USA	 TOM BETTS Chief Data Officer The Financial Times Group UK	 DORTHE BJERRE- GAARD-KNUKSEN Executive Vice President, CDO J.P. Publishers Haa Denmark	 DAVID BOARDMAN Dean of Media and Communications Temple University USA	 DR. ALEXANDRA REICHHARDT Director of Strategic Development, Reuters Institute UK
 SÉRGIO DÁVILA Executive Editor Folha de S.Paulo Brazil	 JARROD DICKER CEO Pivot USA	 SOPHIE GOURMELEN Managing Director - Publisher Le Parisien, Angoel Nat en France, France	 ULRIK HAAGERUP Founder and CEO Constructive Institute Denmark	 TOBIAS HENNING General Manager Premium B&D Germany	 BARBARA KAIJA Editor in Chief Vevo Group Finland	 RITU KAPUR Co-founder The Quint India
 MIKI TOLIVER KING Vice President Marketing The Washington Post USA	 ORIT KOPEL Co-Founder and VP of Business Development WallaOnline UK	 WOLFGANG KRACH Editor in Chief Süddeutsche Zeitung Germany	 JOANNE LIPMAN Author Former Editor in Chief USA Today and Chief Content Officer Gannett USA	 GARY LIU CEO South China Morning Post/Publishers Ltd Hong Kong	 ALEXIS LLOYD Chief Design Officer Axios USA	 ALEJANDRO MARTINEZ PEON CEO Prensa Noticias Spain
 RAJU NARISETTI Chairman Gannett Media Group USA	 PÅL NEDREGOTTEN Executive Vice President Amedia AS Norway	 YUSUF OMAR Founder #HackingOurStories South Africa	 DAVID PEMSEL Chief Executive Officer Guardian Media Group UK	 ANDIARA PETTERLE SVP of Product Development and Operations, BBS Group Brazil	 GRZEGORZ PIECHOTA Research Associate Harvard Business School and Oxford University UK	 DURGA RAGHUNATH CEO Indian Express Digital Media Services India
 MARIANA SANTOS Founder and CEO Chico Pedraza Portugal	 HELJE SOLBERG CEO/Galer VGTV, Chas Fekken.no Norway	 JESSICA STAHL Director of Audio The Washington Post USA	 TINA STIEGLER EVP People and Strategy Schibsted Media Group Norway	 GERTY YSEBAERT CEO Medialab Belgium	... PLUS MORE - SEE OUR WEBSITE.	

IFRA World Publishing Expo DCX Digital Content Expo

IFRA Publishing and Digital Content Expos held in Berlin on October 9-11, 2018, underscore their importance for the industry.

News media executives and content professionals gathered in Berlin (9-11 October 2018) for the dual IFRA World Publishing and DCX Digital Content Expos, evaluating the industry's latest innovations, business trends and technologies. With nearly 5,000 visits, 193 exhibitors and more than 100 speakers, the Expos demonstrated the importance of sharing best-practice with peers and technology providers worldwide.

Attendance was slightly higher than last year and once again very international (56 countries). The same was true of the number of exhibitors (from 23 countries). On four stages, experts from around the world talked about the opportunities and challenges currently facing publishers, as well as the strategies and solutions needed to thrive in today's media landscape – from content production, newsroom organisation, leveraging smart data, workflow efficiencies, and monetising content, to optimising production, and embracing new business models for print and digital.



Digital Media Publish Asia WAN-IFRA India Middle East Conference Newsroom Summit

In 2018, more than 3,600 professionals attended 50 workshops, masterclasses, study tours, global, regional and topical conferences organised across Europe, Asia, Africa, Middle-East, Latin America, and North America. The core programme consists of 14 main conferences including Publish Asia, WAN-IFRA India, Newsroom Summit, and the regional Digital Media conferences.

FEBRUARY 300 high-level participants attended the 13th annual Middle East Conference in Dubai.

FEBRUARY Women in News Asia Summit 2nd Edition was held in Yangon on 6 February with 45 journalists and senior editors from Cambodia, Myanmar and Vietnam.

FEBRUARY Digital Media India (Mumbai, 7-9 February 2018).



APRIL Digital Media Europe gathered over 200 attendees in Copenhagen on 10-11 April.

APRIL Publish Asia took place in Bali from 24-26 April 2018. More than 250 media executives from 29 countries met for three days of masterclasses, conference sessions and networking events.

JUNE WAN-IFRA partnered with Digital Content Next (DCN) and the Local Media Association (LMA), the News Media Alliance and Reuters for its annual Digital Media North American conference (June 26-27).

JULY Digital Subscriptions Summit in Asia (Kuala Lumpur, 10-11 July)

SEPTEMBER The 26th annual WAN-IFRA India Annual Conference made a comeback in Hyderabad this year on 26-27 September, with over 300 publishing executives from over 25 countries.



OCTOBER Newsroom Summit 2018 (Oslo on 29-30 October) was hosted at Schibsted Headquarters.

NOVEMBER Digital Media Asia (Hong Kong, 7-8 November). With 405 delegates representing 170 companies from 40 countries, the highest in the event's 10 year history.

NOVEMBER Africa's media landscape has undergone substantial changes since publishers gathered for the first Digital Media Africa conference in 2016. These changes came under the spotlight in November Digital Media Africa in Johannesburg.

NOVEMBER Digital Media Latam (Bogota, 14-16 November) gathered 421 participants coming from 22 countries and 170 companies.

Digital Media Awards Print Innovation Awards Int'l Color Quality Club

DIGITAL MEDIA AWARDS WAN-IFRA's Digital Media Awards are a showcase for the best-practice innovation in digital publishing worldwide. The awards are presented in regions around the world throughout the year. We've introduced some new categories this year, in particular Best Reader Revenue Initiative and Best Digital News Start-up. All regional winners in Europe, Middle East,



Africa, India, Asia Pacific, LatAM, and North America are automatically entered into the next competition of our World Digital Media Awards.

INTERNATIONAL COLOR QUALITY CLUB 67 publications produced by 54 publishing and printing companies in 20 countries have achieved membership in the ICQC for two years. In its 23rd edition

WAN-IFRA has opened the competition to the magazines as well.

PRINT INNOVATION AWARDS WAN-IFRA's World Printers Forum presented the prize for innovations of newspapers and magazines during the IFRA World Publishing Expo in Berlin. The competition honours the most innovative print products and services worldwide.

Study Tours Workshops Masterclasses WAN-IFRA Academy

Sometimes the best discussions are in person. Our immersive study tours masterclasses and workshops are a fascinating opportunity to engage among the group's participants.



We make sure that our programme leaves enough room for internal discussions and debates that add the right perspective to our in person discussions and on site visits.

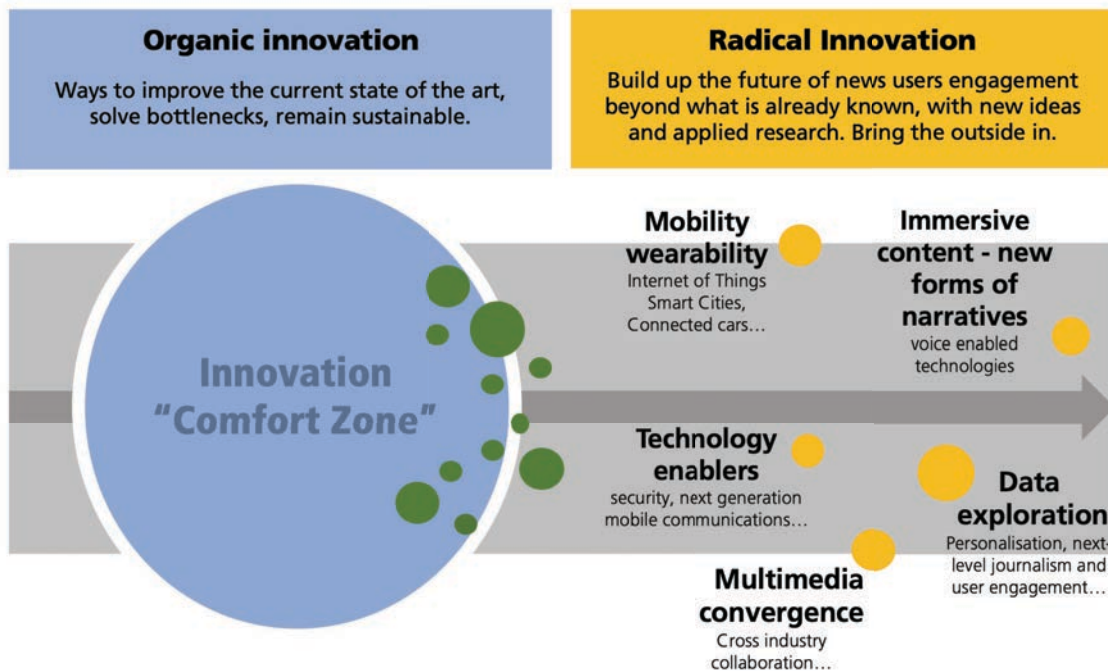
events.wan-ifra.org

MEDIA INNOVATION

Applied Research and Innovation
Networking and Knowledge Sharing
Best Practices Benchmarks

We provide our members with new ideas and applied research by bringing the outside in, looking beyond what is already known.

We are witnessing the future of news media being invented right now, all around the globe, by hundreds of companies, universities, and entrepreneurs. However, their separate efforts, research, prototypes, and roll-outs receive inconsistent attention and analysis. Many good ideas fail only because of a lack of development support. Others get hyped beyond their real value. Vital lessons and examples are not being widely enough, or rapidly, enough disseminated.



The WAN-IFRA's media innovation programme enhanced by the Global Alliance for Media Innovation (GAMI) tracks, sources, and shares these strategic resources to the benefit of both the technology entrepreneurs and the news organisations.

Our mission is to share the benefits and results of applied research and radical innovation efforts in the works with growth potential for the news media industry, and to help advancing those projects and innovations to the market.

Our Ecosystem

MEDIA INNOVATION

Networking and Knowledge Sharing

WAN-IFRA's Global Alliance for Media Innovation is a catalyst and a curator for emerging technology and service providers and research labs with growth potential in the news media sector. It keeps the news publishing international community up to date about latest trends and actionable research programs. It promotes the adoption of innovative solutions by media companies.

Insights and Best Practices Benchmark

The WAN-IFRA's brain trust, including the Global Alliance for Media Innovations's partners and affiliate members, screens and maps international technology and consumer innovation, best practices and players.

It serves as a disseminator and technology transfer platform, and to connect the right partners to each other.

Applied Research & Innovation

Applied research and innovation efforts are in the works with potential value to the news media industry. To harness this potential, WAN-IFRA builds up research teams collaborating on national and international applied research and innovation calls. We provide news organisations with services to access international pre-competitive, multi-disciplinary research and innovation programs initiated by private and public funding partners, particularly the Horizon 2020 European R&D framework.

Cross fertilization within WAN-IFRA programmes

WAN-IFRA's Global Alliance for Media Innovation is an experimenting platform that provides resources and inspiration to fertilize other WAN-IFRA programmes. In 2017, SMS Media Development programme participants received exposure to current innovation from the global industry, highlighted by practical examples led by GAMI. A total of 35 project applications were received, with eight being chosen for dedicated mentoring, coaching and guidance from GAMI advisors.

Networking & Knowledge Sharing

LEARNINGS THAT GIVE YOU AN EDGE

WAN-IFRA 's Global Alliance for Media Innovation is a catalyst and a curator for emerging technology and service providers and research labs with growth potential in the news media sector. It keeps the news publishing international community up to date about latest trends and actionable research programs. It promotes the adoption of innovative solutions by media companies.

FEBRUARY 2018 Media Lab Days in Munich

The event organised free for WAN-IFRA members gathered 30 Participants including Södertörn University, NORDJYSKE Medier, France Télévisions, Roularta Media Group, NHST global publications, EPFL, Vor Ort NRW, Børsen Media Innovation Studio, University of Central Lancashire, NTNU and APA - Austria Presse Agentur, SWMH GmbH, NDR Norddeutscher Rundfunk, Stibo Accelerator, NxtMedia, Nanyang Technological University, Singapore Agence France-Presse, Media Lab Bayern, Bayerisches Filmzentrum, Groupe Sud Ouest.

APRIL 2018 Digital Media Europe in Copenhagen « Innovation Culture » session

JUNE 2018 World News Media Congress Blockchain session and Media Labs session

GAMI is contributing for the second consecutive year with the World Virtual Reality Forum. This year we launched the VR Journalism Prize, an initiative GAMI and World VR Forum.

OCTOBER 2018 Blockchain Technologies at Digital Content Expo (DCX)

Blockchain technology has been one of the most talked about technologies in the last two years in FinTech, banking, supply chain, real estate and other areas. But can it also be used to advance the media industry in general and journalism in particular? This discussion panel aims at answering this question with a distinguished set of speakers who will be presenting ongoing projects that are already leveraging blockchain for media and journalism, albeit in distinct ways.

GAMI's special guest panelists included Vivian Schiller, CEO at Civil Media Foundation, USA, Gagik Yeghiazarian, CEO, Co-Founder, PUBLIQ Foundation, Armenia, and Walid Al Saqaf, Senior Lecturer, Södertörn University, Sweden.

DECEMBER 2018 Media Labs Day in Vienna

The 3rd Edition of our Media Lab series was hosted by the Austrian Press Agency where topics included immersive, biometrics, IoT, blockchain, news verification.

Participants included: The Financial Times, Media Industry Research Foundation of Finland, Südwestdeutsche Medienholding, Der Spiegel, Ubilab - PUCRS University, Danish School of Media and Journalism, Media Innovation Studio, University of Central Lancashire, European Broadcasting Union, Magazine Challenges, Södertörn University, Agence France Presse, University of Vienna, Stibo Accelerator, Nxtmedia, Media Lab Bayern, Addendum.



Insights & Best Practices Benchmark

GAMI's global innovation media labs mapping project is now identifying more than 40 media innovation centers and Media Labs around the world.

Media Innovation Global Mapping Project

Three years after the start of our global project, WAN-IFRA has identified more than 50 cases now available online: www.media-innovation.news.

The Media Innovation Mapping project seeks to understand innovation and the organisational structures that exist with news publishers, content producers, research institutions and clusters and technology providers. The project plans to 'map' innovation labs, clusters and a selection of projects globally to establish insights into a number of factors. These include how the media labs are structured, and why they were created, what type of methods they use to innovate, their products and services and stories of their successes and failures. 50+ case studies online.

Starting in 2019, WAN-IFRA and the University of Central Lancashire are supporting a PhD Studentship for a period of 3 years. The Media Labs and Journalism Innovation PhD programme will work with WAN-IFRA to understand how media organisations, start-ups and technology firms work together to prompt innovation and change within and beyond journalism. The project will explore and critically analyse innovation labs globally to help gain a broader understanding of media ecosystems, innovation processes, the actors involved and how 'innovation' is created and realised.

Report: Blockchain and the Future of News

With conventional publishing models, the business structures underwriting them, and trust in journalism all under siege, it is not surprising that people are looking to new technologies for solutions.

Enter blockchain, often hyped as the answer to all publishing's woes.

Blockchain is claimed to be capable of supporting a new form of self-government and self-supporting publishing, free of the domination of technology behemoths – and large publishers. Blockchain advocates contend that it can shift the balance of power on the internet toward writers, artists and consumers.

They say blockchain-based publishing can change the nature of the user's trade-off. Nowadays he or she gives Facebook, for instance, private data in return for information, services and access to other users, and exactly how that happens is a mystery. The blockchain trade-off is constructive contribution and/or



micropayments in return for the same benefits, and the terms are transparent.

Not only that, but the accountability built into blockchain is claimed to render bot-generated "fake news" and intellectual-property theft relics from the past, and to clear up the murky realms of programmatic and online classified advertising.

Part of the argument for blockchain is that it is based on a distributed ledger that records every single change (a bit like a document history) and makes sure that record is itself all but impossible to destroy. Theoretically that provides accountability without trusting it to a government agency, a tech company, or a large publisher.

As a so-called "trustless" system, blockchain is intended to inspire users' confidence by means of nearly-unhackable encryption instead of institutional or personal reputation. Blockchains are stored on users' computers, eliminating the need for a central point of storage and facilitating direct user-to-user interaction, without a clearinghouse. Any kind of information – including a news article, photo, or video – can be permanently stored or referenced on a blockchain.

Case studies in the report are Civil, Sludge, Publiq, Katalysis, and inBlocks/Sud Ouest.

The report also includes some advice from a blockchain publishing expert on how to get started.

Applied Research and Innovation

Applied research and innovation efforts are in the works with potential value to the news media industry. To harness this potential, WAN-IFRA builds up research teams collaborating on national and international applied research and innovation calls. We provide news organisations with services to access international pre competitive, multi disciplinary research and innovation programs initiated by private and public funding partners, in particular the EU funded Horizon 2020 R&D framework.

INJECT: creativity and productivity of journalists in the digital age

On 1 January 2017, WAN-IFRA initiated its partnership with INJECT consortium. The project which is funded by the European Commission's Horizon 2020 funding framework for Research and Innovation and includes 14 European partners (from media, academia, startups or tech). Its main objective is to develop a tool to help improve the creativity and productivity of journalists in the digital world. The Project was officially launched and made public at the Cass innovate event in London on 4 May.

On 30 June 2018, the funding for the INJECT project from the EU will come to an end.

However, participation in the INJECT project have resulted in potential future collaborations (DNI application, QUEST H2020 application, LocaNews project in Norway). The project website is available at the following link: <http://injectproject.eu>

Major outcomes have been achieved in 18 months, including:

- a working beta-version of the tool
- a Creativity in Journalism workshop format
- A MOOC an online training for new users

CPN: Content Personalisation Project

The Content Personalisation Network project (CPN) is working on building a new, trustworthy approach to personalise digital content, delivering the right information, at the right time, in the right context.

The project kicked off in September 2017 with a user research and requirements phase, identifying the necessary features both for end users and content producers. Since May 2018 the consortium has been working on its first prototype, following an iterative

development and testing approach. Over the next months, more features will be added and the system will be refined through evaluations with end users and media partners.

The overall goal is to identify the necessary features for trusted personalised news offerings and showcase them in a proper and reusable prototype available for testing by third parties.

QUEST: A new project starting in February 2020

QUality and Effectiveness in Science and Technology communication is a consortium with City Uni London, Venice University, NTNU in Orway, Tallinn University, Agenzia per la Promozione della Ricerca Europea, Trinity College Dublin, and WAN-IFRA.

Science Communication (SciCom) plays a key role in addressing today's societal challenges. To be effective, it must be conceived as multi-directional communication, involving scientists, policy-makers, journalists and citizens.

On one hand, scientists produce research results but are not always equipped to communicate efficiently to the public and to policy-makers. On the other hand, journalists act as the interface between science, citizens and other audiences, although they may face challenges in fully comprehending the scientific message.

QUEST aims at facing this challenge with a multi-step approach that will: (1) understand the dynamics of today SciCom (2) design tools to evaluate SciCom quality (3) experiment best practices and proposing innovative ways for SciCom (4) promote SciCom training (5) build an engaging SciCom community. The focus will be on (a) journalism (b) Social media (c) Museums, recognized as having the highest impact in this context. Climate change, Vaccines and Artificial Intelligence are used as case studies.



OBJECTIVES

- Enhance personalised and context aware recommendation services for news content by making use of advanced modelling and social engineering.
- Provide media stakeholders with media-centered cross-platform distribution channels and services that provide actionable insights into their audiences, consumption patterns and business goals.
- Improve the user experience by enabling a personalised news offer that is contextualised to the particular situation and preferences of the media consumer.

WAN-IFRA BOARDS AND GOVERNANCE

Change on the Boards

Officers, Board, Advisory Boards and Regional Committees

Nominating Committee

Gender and Empowerment: Annual Internal Benchmark

Partnering with members

Members have always been central in developing new programmes and services at WAN-IFRA. We actively engage members in the process through one-on-one meetings, regional member meetings, member task forces, Advisory Board, our Board of Directors and our Executive Committee, which represents the member companies and associations we serve. As we explore the ways we can change and thrive in today's disruptive business environment, members will continue to play a critical role, helping drive the success of WAN-IFRA, their companies and their own careers.

The centerpiece of our partnership with members is our annual World News Media Congress, which brings together more than 1,000 members, and news media professionals each June for a three-day programme packed with great speakers, valuable information and plenty of networking and recreational opportunities. Over the years, the conference has grown in size and scope to become the premier event of its kind.



Leadership

CHANGES ON THE BOARDS



Lisa MacLeod

Head of Digital at Tiso Blackstar Group, South Africa. Incoming Vice President WAN-IFRA
General Assembly of Members, Estoril, June 2018.



Fernando de Yarza

Chairman at Henneo Group (Heraldo de Aragon), Spain. Incoming Vice President WAN-IFRA
General Assembly of Members, Amsterdam, December 2018.



Karin Pettersson

Director of Public Policy at Schibsted, Sweden. Incoming Chairwoman of the Media Freedom Board
General Assembly of Members, Estoril, June 2018.



Gary Liu

CEO South China Morning Post, Hong Kong. Incoming Chairman of the APAC Regional Committee

Board Seven executives from leading news media companies were elected to new terms on the Board of WAN-IFRA during the General Assembly of Members held in Estoril on June 6, 2018. The new Board members of WAN-IFRA are: **Alexander Mitteräcker**, Publisher of Der Standard (Austria) **Stoyana Georgieva**, Founder and Editor in Chief of mediapool.bg (Bulgaria), **Juan Guillermo Amaya Salcedo**, CEO, El Tiempo (Colombia), **Fatemah Farag**, CEO Welad Elbalad Media (Egypt), **Shailesh Gupta**, CEO Jagran Prakashan (India), **Karin Pettersson**, Director Public Policy, Schibsted (Sweden), **Yildirim Demiroren**, CEO, Demiroren Holding (Turkey).

Executive Committee Four women executives, members of the WAN-IFRA Board, were elected at the WAN-IFRA Executive Committee on June 6, 2018: **Fatemah Farag**, CEO Welad Elbalad Media (Egypt), **Tove Nedreberg**, CEO Adressavisen (Norway), **Lisa MacLeod**, Head of Digital, Tiso Blackstar (South Africa), **Karin Pettersson**, Director Public Policy, Schibsted (Sweden).

Media Freedom Board **Lars Munch**, Chairman JP/Politikens Hus (Denmark), stepped down from the chairmanship of the Media Freedom Board. **Karin Pettersson**, Director Public Policy, Schibsted (Sweden) has been elected the new Chairwoman of the Committee. **Phillip Crawley**, CEO and Publisher at The Globe and Mail (Canada) has been appointed member of the Media Freedom Board.

World Editors Forum Board New Board members: **Rammeza Nizami**, Editor in Chief, Publisher, Nawa-i-Waqt, group - The Nation (Pakistan), **Ingeborg Volan**, Dagens Næringsliv AS (Norway), **Dmitry Shishkin**, former BBC (UK) | Resignations: **Zaffar Abbas**, Pakistan, **Helje Solberg** (Norway) | Re-election: **Erik Bjerager** (Denmark), **Wolfgang Krach** (Germany), **Marcelo Rech** (Brazil), **Fatemah Farag** (Egypt), **Matti Kalliokoski** (Finland), **Toyosi Ogunseye** (Nigeria).

WAN-IFRA has appointed its first WEF Regional Chapter in India

Members of the WEF India regional Chapter are: **Mukund Padmanabhan**, The Hindu (Chennai), **Anand Pandey** Dainik Bhaskar (Bhopa), **Anirbhan Chattopadhyay** ABP (Kolkata), **Soumya Bhattacharya** Hindustan Times (Delhi), **Ritu Kapur** The Quint (New Delhi), **Harhsa Mathew** Malayala Manorama (Kottayam), **Mahfuz Anam** The Daily Star (Dhaka).

World Printers Forum Board New Board members: **Max Garrido**, Managing Director, Corporation Bermont SL (Spain) **Thomas K. Isaksen**, CEO, DDPFF Den Danske Presses Faellesindkøbs-Forening (Denmark), **Sally Pirri**, Managing Director, Print Production, The Globe and Mail (Canada), **Rainer Kirschke**, Marketing Manager Newspaper, Agfa NV (Belgium), **Manuel Kosok**, VP Technology & Development, manroland web systems (Germany), **Gideon Martz**, Managing Director, MakroSolutions, (Germany).

Global Alliance For Media Innovation Board

New Board members: **Noora Pinjamaa** Executive Director Media Industry Research Foundation of Finland, **Lina Timm** Program Manager at Bayerische Landeszentrale Für Neue Medien (Germany), **Gordon Edall** Director, Globe Labs at The Globe and Mail (Canada).

Asia Pacific Regional Committee Incoming Chairman of the Board: **Gary Liu**, Chief Executive Officer South China Morning Post (Hong Kong). New members: **Abdul Jalil Hamid**, Chief Executive Officer at The New Straits Times Press (Malaysia), **Azrul Ananda**, President PT Jawa Pos Group (Indonesia). **Yang Qingpu**, President of Guangzhou Daily BOD, Chairman Guangzhou Daily Press Group (China), **George Shuang**, President United Daily News (Republic of China)

South Asia Regional Committee **K N Shanth Kumar**, Chairman The Printers Mysore Ltd., Bangalore (India) has been elected Chairman of the Committee.

Leadership

OFFICERS | BOARD | EXECUTIVE COMMITTEE NOMINATING COMMITTEE June 2018-June 2019

OFFICERS - PRESIDENCY

Michael Golden
President
USA

Lisa MacLeod
Vice President
Tiso Blackstar, South Africa

Fernando de Yarza Lopez-Madrazo
Vice President
Henneo, Spain

Paul Verwilt
Treasurer
Mediahuis, Belgium

David Callaway
President World Editors
Forum
USA

EXECUTIVE COMMITTEE

Daniel Dessein
La Gaceta de Tucumán
Argentina

David Callaway
United States

DD Purkayastha
ABP Pvt Ltd
India

Fatemah Farag
Welad Elbalad Media
Egypt

Gerald Grünberger
VÖZ
Austria

Jacob Mathew
Malayala Manorama
India

Jayne Sirotsky
Grupo RBS
Brazil

Karin Pettersson
Schibsted Media Group
Sweden

Kojiro Shiraishi
Yomiuri Shimbun
Japan

Lisa MacLeod
Tiso Blackstar Group
South Africa

Michael Golden
United States

Paul Verwilt
Mediahuis nv
Belgium

Phillip Crawley
The Globe and Mail
Canada

Rick Stunt
dmg::media
UK

United Kingdom
Rolf Dyrnes Svendsen Nxtmedia
Norway

Saleh Al Humaidan
Al-Yaum Media House
Saudi Arabia

Seok Hyun Hong
JoongAng Media
Korea, Republic of (Honorary)

Shanth Kumar
The Printers (Mysore)
India

Thomas Lindner
Frankfurter Allgemeine Zeitung
Germany

Tove Nedreberg
Adresseavisen ASA
Norway

Valdo Lehari Jr
Reutlinger General-Anzeiger
Verlags
Germany

Vesa-Pekka Kangaskorpi
Keskisuomalainen Oyj
Finland

BOARD not including the Executive Committee

Alessandro Bompieri
RCS Media Group S.p.A.
Italy

Alexander Mitteräcker
Der Standard
Austria

Alvin Sold
Editpress Luxembourg s.a.
Luxembourg

Bengt Braun
Bonnier Holding
Sweden (Honorary)

Carlo Perrone
ENPA (EUROPEAN NEWSPAPER
PUBLISHERS' ASSOCIATION)
Belgium

César Pérez Barriga
C.A. El Universo
Ecuador

Cristina Soares
Público Comunicação Social SA
Portugal

Daniel Van Wylick
Rossel & Cie SA - Le Soir
Belgium

Edith Dankwa
Business & Financial Times
Ghana

Eugene Abov
Rossiyskaya Gazeta Publishing
Russian Federation

François Dufour
Play Bac Presse
France

Gunnar Siiner
Raadio Kadi OÜ
Estonia

Hans Heinrich Coninx
Büro Dr. Hans Heinrich Coninx
Switzerland

Ishmet Davidson
Media 24
South Africa

José Dutriz
Grupo Dutriz
El Salvador

José Manuel Lozano
Grupo Henneo
Spain

Juan Guillermo Salcedo
El Tiempo
Colombia

Kevin Beatty
dmg::media
United Kingdom

Lars Munch
JP/Politikens Hus A/S
Denmark (Honorary)

Liam Kavanagh
The Irish Times Ltd
Ireland

Libuse Smuclerova
Czech News Center
Czech Republic

Marcelo Rech
Grupo RBS
Brazil

Markus Mair
Styria Media Group AG
Austria

Miguel Henrique Otero Castillo
El Nacional
Venezuela

Oleksandr Chovhan
RIA Media Corporation -
Independent Regional Publishers
of Ukraine
Ukraine

Oyungerel Batnasan
Newspaper Association of
Mongolia
Mongolia

Petru Macovei
API (Association of Independent
Press)
Moldova, Republic of

Pratap Pawar
Sakal Media Private Limited
India (Honorary)

Prescott Low
Bridges Worldwide
United States (Honorary)

Ricardo Hepp Kuschel
ANP Chile
Roger Parkinson
Canada (Honorary)

Sergey Okhrimenko
PJSC Segodnya Multimedia
Ukraine

Shailesh Gupta
Jagran Prakashan Ltd
India

Sinha Ratnatunga
Wijeya Newspapers Ltd
Sri Lanka

Sophie Gourmelen
SAS Le Parisien Libéré
France

Stig Ørskov
JP/Politikens Hus
Denmark

Stoyana Georgieva
Mediapool.bg
Bulgaria

Sture Bergman
Västerbottens-Kurirens
Media
Sweden

Tibor Kovacs
Lapcom Publishing Company
Hungary

Yildirim Demiroren
Demiroren Media Group
Turkey

NOMINATING COMMITTEE

Jacob Mathew
Chairman
Malayala Manorama, India

Cristina Soares
Público, Portugal

Sture Bergman
VK Media, Sweden

Leadership

ADVISORY BOARDS

ADVISORY BOARDS

Association Directors Committee

Gerald Grünberg
Chairman
VÖZ (Verband
Österreichischer Zeitungen)
Austria

Note: All Directors of WAN-IFRA association members are members of the Association Directors Committee

Media Freedom Board

Karin Pettersson
Chairwoman
Schibsted Media Group
Sweden

Jeanette Gustafsdotter
Tidnings Utgivarna
Sweden

Kevin Beatty
dmg::media
United Kingdom

Michael Golden
United States

Phillip Crawley
The Globe and Mail
Canada

Randi Øgrey
MBL (Mediebedriftenes
Landsforening)
Norway

World Editors Forum Board (WEF)

Dave Callaway
President
USA

Chani Guyot
RED/ACCIÓN
Argentina

Chun Wai Wong
The Star Media Group
Malaysia

Dmitry Shishkin
Culture Trip
UK

Erik Bjerager
Kristeligt Dagblad
Denmark

Ertugrul Özkök
Hurriyet
Turkey

Fatemah Farag
Welad el Baled
Egypt

Ingeborg Volan
Dagens Næringsliv
Norway

Javier Garza
El Siglo de Torreón
Mexico

Joanne Lipman
USA

Jose del Rio
La Nacion
Argentina

Joseph Odindo
The Standard Group
Kenya

Lisa Macleod
Tiso Blackstar
South Africa

Marcelo Rech
RBS Group
Brazil

Mario Calabresi
Italy

Martha Ramos
OEM
Mexico

Matti Kalliokoski,
Helsingin Sanomat
Finland

Rammeza Nizami
The Nation
Pakistan

Ritu Kapur
The Quint
India

Stephen Rae
Ireland

Toyosi Ogunseye
Sunday Punch
Nigeria

Valdimir Sungorkin
Komsomolskaya Pravda
Russian Federation

Warren Fernandez
SPH
Singapore

Wolfgang Krach
Süddeutsche Zeitung GmbH
Germany

Global Alliance for Media Innovation (GAMI)

Rolf Dyrnes Svendsen
Chairman
NxtMedia Norway
Norway

Andrew Perkis
NTNU – The Norwegian
University of Science and
Technology
Norway

Denis Teyssou
AFP - Agence France-Presse
France

Gordon Edall
The Globe and Mail
Canada

Kim Svendsen
Stibo Accelerator
Denmark

Lina Timm
Bayerische Landeszentrale Für
Neue Medien
Germany

Nicolas Henchoz
EPFL+ECAL Lab
Switzerland

Noora Pinjamaa
Media Industry Research
Foundation of Finland
Finland

Trine Nielsen
The Danish School of Media and
Journalism
Denmark

Yoel Esteron
Calcalist-Business Newspaper
Israel

World Printers Forum (WPF)

Dr. Rick Stunt
Chairman
dmg media
United Kingdom

Herbert Kaiser
Vice Chairman
Koenig & Bauer, Digital &
Web
Germany

Andreas Gierth
Frankfurter Allgemeine
Zeitung
Germany

Anu Ahola
UPM Communication Papers
Finland

Dieter Betzmeier
Bobst
Germany

Dr. Michael Hirthammer
Sun Chemical, Eurolab,
Germany

Gideon Martz
MakroSolutions
Germany

Jan Kasten
ppi Media GmbH
Germany

Josef Konrad Schiebl,
Süddeutscher Verlag
Zeitungsdruck
Germany

Manuel Kosok
manroland web systems
Germany

Max Garrido
Corporation Bermont
Spain

Menno Jansen
Q.I. Press Controls BV, EAE,
Netherlands

Mujo Selimović
Oslobodjenje
Bosnia and Herzegovina

Peder Schumacher
V-TAB AB
Sweden

Rainer Kirschke
Agfa NV
Belgium

Sally Pirri
The Globe and Mail
Canada

Sanat Hazra
Bennett, Coleman & Co (The
Times of India Group)
India

Thomas Isaksen
DDPPF
Denmark

Leadership

REGIONAL COMMITTEES

REGIONAL COMMITTEES

Latin America

Gastón Roitberg Chairman

La Nación
Argentina

Armando Castilla
Vanguardia
Mexico

Daniel Desein
La Gaceta de Tucumán
Argentina

David Matoses Peraire
Casa Editorial El Tiempo
Colombia

Diego Carvajal
Discovery Inc
USA

Eugenio Chahuan
Publmetro S.A.
Chile

Isabel Amorim Sicherle
Abril Comunicações
Brazil

Luis Alberto Ferre Rangel
El Nuevo Día y Primera Hora
Puerto Rico

Marcelo Rech
Grupo RBS
Brazil

Ricardo Gandour
Infoglobo Comunicação e
Participações S.A.
Brazil

Rosental Alves
Knight Center for Journalism
USA

Ruth Canahuati de Sabillón
Grupo OPSA
Honduras

Silvia Miró Quesada
El Comercio S.A.
Peru

Asia Pacific

Gari Liu Chairman

South China Morning Post
Hong Kong

Abdul Jalil Hamid
The New Straits Times
Malaysia

Azrul Ananda
PT Jawa Pos Group
Indonesia

Ek-Rit Boonpiti
The Post Publishing Public
Thailand

Emilio C. Yap III
Manila Bulletin Publishing
Philippines

George Shuang
United Daily News
Republic of China

Jeongdo Hong
JongAng Ilbo
Repoubloic of Korea

Keith Kam
Yazhou Zhoukan Limited
Hong Kong

Mohd Noordin Bin Abbas
Utusan Melayu
Malaysia

William Adamopoulos
Forbes Asia
Singapore

Yang Qingpu
Guangzhou Daily Press
China

South Asia

Shanth Kumar Chairman

The Printers (Mysore) Pvt.
India

Anant Goenka
The Indian Express Ltd
India

DD Purkayastha
ABP Pvt Ltd
India

Gautham Pai
Manipal Media Network
India

George Jacob
Malayala Manorama
India

Lakshmiopathy Adimoolam
Dinamalar
India

M V Shreyams Kumar
The Mathrubhumi Printing &
Publishing Co
India

Rajiv Lochan
The Hindu
India

Sanat Hazra
Bennett, Coleman & Co
India

Sandeep Gupta
Jagran Prakashan Ltd
India

Santhiralingam Srikajan
Express Newspapers
Sri Lanka

Sharad Saxena
HT Media Limited
India

Sujan Wijewardene
Sunday Times Colombo / Wijeya
Newspapers Ltd
Sri Lanka

Middle-East

Dr. Saleh Alhumaidan, Chairman

Al Yaum, Dammam
Kingdom of Saudi Arabia

Dr. Mansoor Al-Jamri
Dar Alwasat
Bahrain

Emad S. Kandah
AL Ghad Daily Newspaper
Jordan

Ziad Tuéni, CEO
Cooperative Printing Company
S.A.L.
Lebanon

Abdul Latif Al-Mahmoud,
Dar Al-Sharq Printing, Publishing
& Distribution, Qatar

Waleed Kattan
Okaz Organization for Press &
Publication
Kingdom of Saudi Arabia

Ahmed Al Hammadi
Dubai Media Incorporated,
Dubai, UAE

Saghir Ahmed Khan, Sr.
Khaleej Times
Dubai, UAE

Faisal bin Haider
Masar printing
Dubai, UAE

Wael Alfayez
Saudi Research
Kingdom of Saudi Arabia

Mohammed Al Hammadi, Al
Ittihad Emirates Media
Abu Dhabi, UAE

Rashed Murooshid
The National
Abu Dhabi, UAE

Mohammed Al-Harhi
Saudi Research
Kingdom of Saudi Arabia

Ibrahim Badei
Dar Al Hayat
Dubai, UAE

Mohammad Abdullah
Dubai International Academic
City
Dubai, UAE
(Honorary Member)

Africa

Churchill Otieno
Nation Media Group
Kenya

Leonard Stiegeler
Ringier Africa AG
Kenya

Robert Toroitch
Digital Standard Group
Kenya

William Pike
The Star Publications Kenya

Adriaan Basson
24.com
South Africa

Vasanth Angamuthu r African
News Agency
South Africa

Walter Madzonga
Independent Media
South Africa

Iqbal Survé
Sekunjalo Investment
South Africa

Jethro Goko
Associated Newspapers of
Zimbabwe
South Africa

Eureka Zandberg
Caxton & CTP
South Africa

Trevor Stevens
Caxton & CTP
South Africa

Meetings 2018

BOARD MEETINGS | EXECUTIVE COMMITTEE MEETINGS GENERAL ASSEMBLY OF MEMBERS

In addition to leading their own companies, these directors generously shared their experience and wisdom with WAN-IFRA. They believe deeply in WAN-IFRA, its mission and its members.

Words cannot express our gratitude for their countless contributions, and in their new roles, we know we can always count on them when we need them.

The agenda and minutes of the Board and the Executive Committee are available to Board members on Teamwork.

MARCH 2018

9

Friday

EXECUTIVE COMMITTEE MEETING
dmg::media, London

JUNE 2018

6

Wednesday

BOARD MEETING
World News Media Congress, Estoril

JUNE 2018

7

Thursday

GENERAL ASSEMBLY OF MEMBERS
World News Media Congress, Estoril

OCTOBER 2018

9

Tuesday

EXECUTIVE COMMITTEE MEETING
Frankfurter Allgemeine Zeitung, Berlin

DECEMBER 2018

13

Thursday

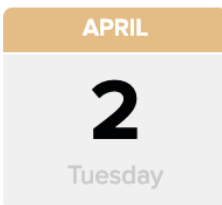
**BOARD MEETING
EXTRAORDINARY GENERAL
ASSEMBLY OF MEMBERS**
Telegraaf Media Group, Amsterdam

Meetings 2019

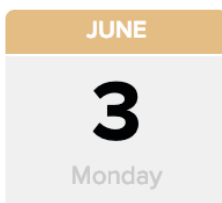
BOARD MEETINGS

EXECUTIVE COMMITTEE MEETINGS

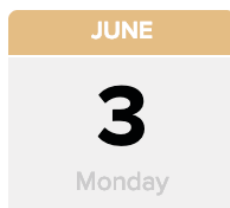
GENERAL ASSEMBLY OF MEMBERS



EXECUTIVE COMMITTEE MEETING
VÖZ, Vienna



BOARD MEETING
World News Media Congress, Glasgow



GENERAL ASSEMBLY OF MEMBERS
World News Media Congress, Glasgow



EXECUTIVE COMMITTEE MEETING
IFRA DCX Expos, Berlin



BOARD MEETING
Grupo Henneo, Zaragoza

Executive Committee Meeting
VÖZ
APRIL 2, 2019 | 12:00 -16:00
Vienna, Austria

Board Dinner
World News Media Congress
JUNE 2, 2019 | 19:00
Glasgow, Scotland

Board Meeting
World News Media Congress
JUNE 3, 2019 | 12:00 -16:00
Glasgow, Scotland

General Assembly of Members
World News media Congress
JUNE 3, 2019 | 16:00 -17:00
Glasgow, Scotland

Executive Committee Meeting
IFRA/DCX Expos
OCTOBER 8, 2019 | 13:00 -17:00
Berlin, Germany

Board Meeting
Grupo Henneo
DECEMBER 12, 2019 | 13.00-17.00
Zaragoza, Spain

Nominating Committee

TERMS OF REFERENCES

WAN-IFRA is committed to follow a formal, rigorous and transparent procedure for the appointment of new directors to the Board. As part of a policy to transparently document its internal procedures in policy manuals, the Terms of Reference are available on www.wan-ifra.org.

The Committee is intended to serve as a central point of discussion and recommendation to the Board of candidates for election. This Committee does not replace the role national associations have in putting forward nominees to represent them. The Committee is a place to discuss such nominees, why the national associations recommend them and discuss the expectations of participation and attendance in the various meetings of the Board.

The list of duties of the Nominating Committee draws on the experience of non-profit organisations best practices and from a number of sources including the requirements of the UK Corporate Governance Code (FRC, 2012).

TERMS OF REFERENCES

ROLES AND DUTIES

The Committee shall be responsible for identifying and nominating for the approval of the board, candidates to fill the key-role of second vice president of WAN-IFRA for voting at the General Assembly of Members to be held in Estoril (Portugal) in June 2018. The Nominating Committee shall:

regularly review the structure, size and composition (including the skills, knowledge, experience and diversity) of the board and make recommendations to the WAN-IFRA President and board with regard to any changes;

formulate plans for succession for non-executive directors and in particular for the key roles of chairman, vice-chairman, treasurer;

serve as a central point of discussion and recommendation to the Board of candidates for election;

make recommendations to the Board concerning the re-appointment of any non-executive director at the conclusion of their specified term of office having given due regard to their performance and ability to continue to contribute to the board in the light of knowledge, skills and experience required and the need for progressive refreshing of the board, particularly in relation to directors being re-elected for a term beyond six years.

Before any appointment is made by the board, the Committee shall evaluate the balance of skills, knowledge, experience and diversity on the Board, and, in the light of this evaluation, prepare a description of the role and capabilities required for the appointment. In identifying suitable candidates, the committee shall:

if appropriate, use open advertising or the services of external advisers to facilitate the search;

consider candidates from a wide range of backgrounds;

Members of the Executive Committee and of the Board have expressed their concern that nominations to both the Executive Committee and the Board have not been sufficiently transparent. In response to this legitimate concern, the Executive Committee and Board have endorsed the creation of a Nominating Committee. The newly Committee has been established in April 2018.

consider candidates on merit and against objective criteria and with due regard for the benefits of diversity on the board, including gender, taking care that appointees have enough time available to devote to the position.

Prior to the appointment, the proposed appointee should be required to disclose any other business interests that may result in a conflict of interest. Serving Board members are expected to report any change in business interests that could result in a conflict of interest.

For the appointment of a member of the Presidency, the committee should prepare a job specification, including the time commitment expected.

MEMBERSHIP

The committee shall comprise up to up to 6 non-executive directors, with the WAN-IFRA President ex-officio - able to attend without being a member of the committee.

A majority of the members of the committee shall be members of the WAN-IFRA Board, its Advisory Boards, or Regional Committees.

Appointment to the Nominating Committee consider candidates on merit and against objective criteria and with due regard for the benefits of diversity on the board, including gender.

Only members of the committee have the right to attend committee meetings. However, other individuals such as the chief executive, and external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary.

Appointments to the committee are made by the Executive Committee and shall be for a period of up to three years, which may be extended for further periods of up to three years, provided the director still meets the criteria for membership of the committee.

CHAIRMAN

The Executive Committee shall appoint the committee chairman who should be an independent non-executive director. In the absence of the committee chairman and/or an appointed deputy, the remaining members present shall elect one of themselves to chair the meeting.

The chairman of the board (WAN-IFRA President) should not chair the nominating committee when it is dealing with the appointment of a successor chairman,

The chairman of the nominating committee will attend the AGM to answer any questions which may be raised by members on matters within the committee's area of responsibility.

The Chairman of the Committee shall ensure that on appointment to the role of President, Vice Presidents and Treasurer, appointees receive a formal letter of appointment setting out clearly what is expected of them in terms of time commitment, committee service and involvement outside board meetings.

Nominating Committee

SELECTION CRITERIA FOR VICE PRESIDENTS AND BOARD MEMBERS

SECRETARY

The company CEO or his/her nominee shall act as the secretary of the committee. The nominating committee will have access to the services of the secretariat on all committee matters, including assisting the chairman in planning the committee's work, drawing up meeting agendas, maintenance of minutes, drafting of material about its activities for the annual report, collection and distribution of information and provision of any necessary practical support.

The secretary will ensure that the nominating committee receives information and papers in a timely manner to enable full and proper consideration to be given to the issues.

MEETINGS

The committee shall meet as required by means of either in person meetings or conference calls.

Meetings of the committee shall be called by the secretary of the committee at the request of the committee chairman.

Unless otherwise agreed, notice of each meeting confirming the venue/mean, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the committee, any other person required to attend and all other non-executive directors, no later than five working days before the date of the meeting.

Supporting papers shall be sent to committee members and to other attendees as appropriate, at the same time.

The secretary shall minute the proceedings and resolutions of all committee meetings, including the names of those present and in attendance.

Draft minutes of committee meetings shall be circulated promptly to all members of the committee. Once approved, minutes should be circulated to all other members of the board unless in the opinion of the committee chairman it would be inappropriate to do so.

REPORTING

The committee chairman shall report to the board on its proceedings after each meeting on all matters within its duties and responsibilities

The committee shall produce a report to be included in the company's annual report about its activities, the process used to make appointments and explain if external advice or open advertising has not been used.

The report should include a statement of the board's policy on diversity, including gender, any measurable objectives that it has set for implementing the policy, and progress on achieving the objectives.

OTHER MATTERS

The committee shall make whatever recommendations to the board it deems appropriate on any area within its remit where action or improvement is needed. The Committee shall arrange

for periodic reviews of its own performance and, at least annually, review its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the board for approval. The committee is authorised by the board to obtain, at the company's expense, outside legal or other professional advice on any matters within its terms of reference

Selection Criteria for Vice Presidents and Board Members

VICE PRESIDENTS

The first and second vice presidents shall:

Be in activity with an experience as a senior executive of a WAN-IFRA member publishing company, demonstrating strong integrity and sense of collective action;

Be responsible for advising the CEO in the strategy and long-term objectives of WAN-IFRA;

Have a role in assuring that the organisation is delivering membership value and have a role in keeping the membership aware of the benefits of membership in WAN-IFRA;

Be willing to become President of WAN-IFRA. The first vice president is, in principle, first in the line of succession to President;

Serve as champions for the organisation, leveraging their individual spheres of influence to enhance the public image and impact of WAN-IFRA;

Have strong communication and collaboration skills and a capacity to inspire, motivate and develop the organisation;

Have political impact, possess real political influence and a strong international network;

Have experience from working in an international company or organisation.

BOARD MEMBERS

Board members shall:

Adhere to the mission, vision, and values of WAN-IFRA published on www.wan-ifra.org;

Be strong leaders and astute business executives. Active news media executive with an experience as a senior executive of WAN-IFRA member publishing company;

Be proactive and engaged: Board members are expected to advocate for WAN-IFRA, have a purpose of loyalty, of care of the organisation, and represent the larger group of constituents involved in the organisation;

Serve as champions for the organization, leveraging their individual spheres of influence to enhance the public image, gain resources for the nonprofit and have a greater impact on those they serve;

Hold the responsibility for ensuring an organization is fiscally sound and adequate resources are available to carry out the mission and vision;

Shall dedicate personal time to spend on board work, and attend the Board meetings at least once a year.

Gender and Empowerment

ANNUAL GENDER BENCHMARK 2018

WAN-IFRA is an association for the news media worldwide, representing an industry that has its own diversity issues. With its Strategic Plan for Diversity and Inclusion, WAN-IFRA recognizes that implementing a coherent organisation-wide strategy to promote gender diversity is both a normative and business imperative. The 3-year Gender Diversity Strategy supported by the WAN-IFRA Board seeks to address the gender imbalance in our operations and governance bodies.

Benchmarking the gender balance in our programmes and across the organisation is an effective tool to strengthen internal accountability, build managerial engagement, generate an office-wide conversation, and pay tribute to the efforts by the entire WAN-IFRA team in making progress in this high-priority societal challenge. It helps monitoring our Strategic Plan for Diversity and Inclusion passed late 2017 and will be now conducted and published on a yearly base. This benchmark has been presented to the Board of WAN-IFRA during its annual meeting held in Amsterdam in December 2018.

INTERNAL GOALS

2018 - 2020

MANAGEMENT By 2020 women shall represent 50% of WAN-IFRA senior management (Director, Executive Director level) positions for an overall increase of 14% over a 3-year period.

CONFERENCES By 2020 WAN-IFRA will achieve 50/50 gender balance across its conference portfolio.

CONTENT By 2020 WAN-IFRA will achieve 50/50 gender balance across all content production.

ADVISORY SERVICES By 2020 WAN-IFRA will aim to achieve 50/50 gender balance in the composition of experts and consultants contributing to WAN-IFRA advisory projects and training programmes.

GOVERNANCE GOALS

2018 - 2020

OFFICERS 1 out of 5 members of the WAN-IFRA Presidency (20%) are held by a woman by 2020 with an aim to have the Vice Presidency or Presidency held by a woman by 2022.

BOARD MEMBERS 30% of WAN-IFRA Board made up of women by 2020 (21% increase in number of women Board members; 7% increase year-over-year).

EXECUTIVE COMMITTEE 30% of WAN-IFRA Executive Committee is made up of women by 2020 (24% increase; 8% increase year over year).

ADVISORY BOARDS - REGIONAL COMMITTEES Starting recruiting woman candidates in 2018.

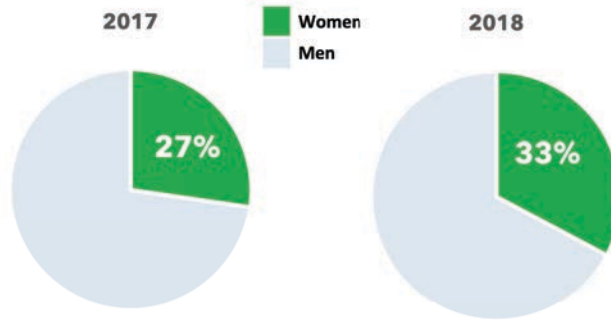
Gender and Empowerment

ANNUAL GENDER BENCHMARK 2018



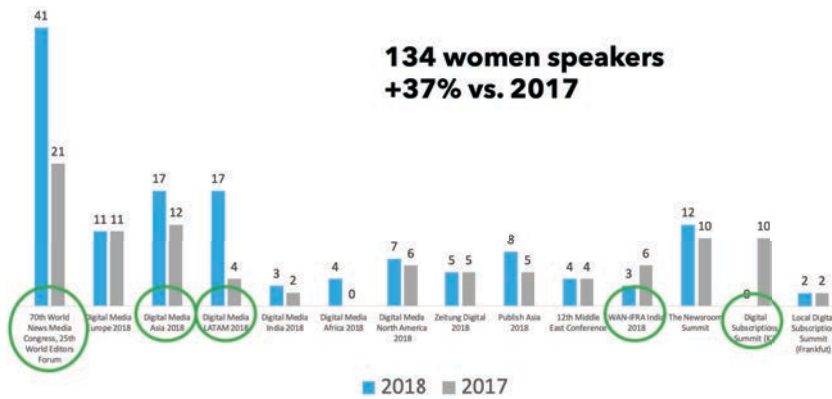
WAN-IFRA Conferences

Overall improvement in the proportion of women speakers globally. Baseline 14 conferences



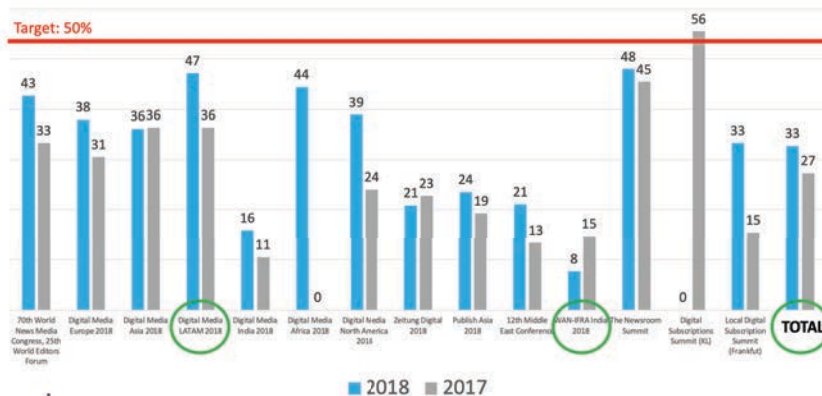
WAN-IFRA Conferences

37% increase in numbers: from 98 speakers in 2017 to 134 women speakers in 2018.



WAN-IFRA Conferences

Good progress towards 2020 targets, but still a way to go.



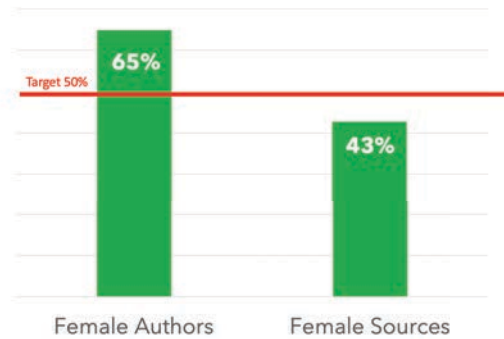
Gender and Empowerment

ANNUAL GENDER BENCHMARK 2018



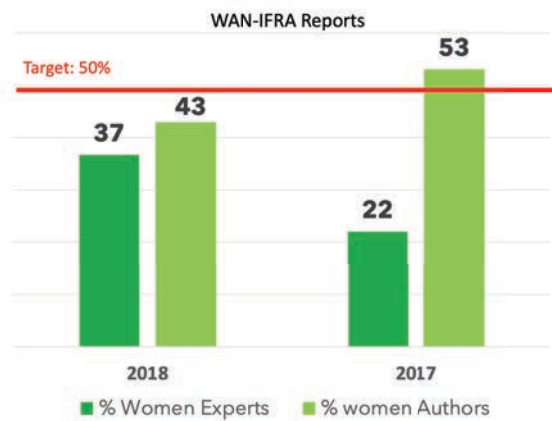
WAN-IFRA Blogs

Good results for WAN-IFRA driven blogs. Baseline 2018. No measure available in 2017.



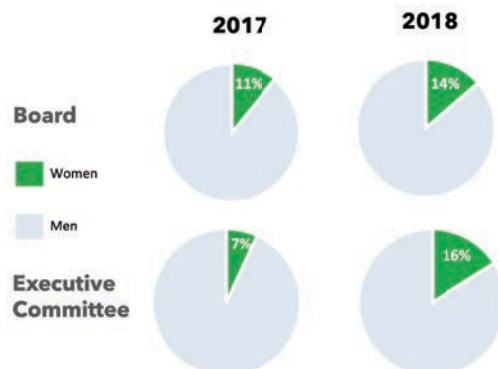
WAN-IFRA Reports

Mixed results for the WAN-IFRA reports published in 2018.



WAN-IFRA Governance

Increases in both the number and proportion of women on WAN-IFRA Board and Executive Committee



MEMBERSHIP

[New Members](#)

[Members Benefits](#)

[Contact and Inquiries](#)

Incoming Corporate Members 2018

Sharing makes you better and bigger. There are plenty of benefits to join the WAN-IFRA community and ask our team to

- ▶ Get instant feedback from your peers on best practices;
- ▶ Learn how to solve industry related problems;
- ▶ Learn how to deal with change;
- ▶ Identify the right partner or tool for a task.

Argentina	Grupo América	Publisher
Bangladesh	MediaStar Ltd	Publisher
Belgium	Kodak	Supplier
Belgium	Swanest	Supplier
Bolivia	El Deber	Publisher
Brazil	Empiricus Research Publicações Ltda	Publisher
Brazil	Folha de Sao Paulo	Publisher
Colombia	Pulzo	Publisher
Czech Republic	AntiAdblock	Supplier
Finland	Talea Solutions	Supplier
France	Groupe Le Midi Libre	Publisher
France	Groupe Le Télégramme	Publisher
France	Sparknews	Affiliate
Germany	Deutsche Druck- und Verlagsgesellschaft	Publisher
Germany	Kreiszeitung Verlagsgesellschaft	Publisher
Greece	Alter Ego Media	Publisher
India	Ninestars	Supplier
India	Quintype	Supplier
Mexico	Editora Mival SA (Pulso Group)	Publisher
Mexico	Heraldo de Mexico	Publisher
Netherlands	ANP (national news agency)	Publisher
Netherlands	Media Groep Limburg bv	Publisher
Netherlands	TMG Telegraaf Media Groep*	Publisher
Norway	Teknisk Ukeblad Media	Publisher
Poland	Agora (Gazeta Wyborcza)	Publisher
Slovaq Republic	Publiq Foundation	Supplier
Spain	diari Ara	Publisher
Spain	La Inforrmacion (Diario de Navarra)	Publisher
Spain	Marfeel Solution	Supplier
Sweden	MWM Systems	Supplier
Switzerland	Gruppo Corriere del Ticino	Publisher
Switzerland	Université de Genève	Affiliate
Taiwan	UDN United Daily News	Publisher
Turkey	Turkuvaz Media Group	Publisher
UK+HK	Dow Jones	Publisher
United Kingdom	Guardian News and Media	Publisher
Uruguay	Asociación de Diarios y Periódicos, ADYPU	Association
USA	Advantage CS	Supplier
USA	Automattic (WordPress)	Supplier
USA	Digital Media News Inc. (XALOC)	Supplier
USA	Facebook	Supplier
USA	Parse.ly	Supplier

Membership Benefits

WAN-IFRA articulates its services to members around **three focus areas, and ten community-driven operating areas** carried out by a dedicated and passionate team in Europe, South Asia, South East Asia and Latin America.

STRATEGIC FOCUS

Press Freedom and Journalism

We protect the rights of journalists and publishers to operate a free media, and promote editorial quality and professional practice.

Media Sustainability We provide our members at all stages of development with innovative and professional services to help their businesses prosper.

Media Innovation We provide our members with new ideas and applied research by bringing the outside in, looking beyond what is already known.

KEY OPERATING AREAS

The Advisory department offers cutting-edge world-class expertise to support the transformation of your businesses through customized services, masterclasses, webinars, online education courses.

The publication and insights department provides a lucid, authoritative filter to the overwhelming flood of information about media.

The events department produces global events (Expo and Congress), regional and topical events (Digital Media Conferences, Paid Content Forums, Medialab Days, Newsroom Summit, Publish Asia, WAN-IFRA India) are operated by our team based in Frankfurt, Mannheim, Paris, Chennai, Singapore and Mexico and associated consultants in Egypt, and South Africa.

The Global Alliance for Media Innovation is a global resource center for news media to embrace transformation, drive innovation, maximize success, and quickly advance the best talents and innovations to the market.

The World Editors Forum is the premier community of engaged professional editors, speaking out for press freedom, promoting continued innovation in journalism, and fostering diversity and trust in media.

The World Printers Forum is the central point of the international news media print community from prepress to press and to product finishing and delivery. Its objective is to encourage innovation and productivity as well as product development. It promotes the power of print and the sustainability of print production.

The Media Freedom programme strengthens Media in post-conflict and fragile States. It represents the industry in all discussions with international organisations like the United Nations, UNESCO, and other international bodies like the Council of Europe. Our programmes are enhanced by a network of 14 regional Press freedom Committees.

The Media Development curriculum includes capacity building initiatives such as skills development training, coaching, mentoring, networking and skills-exchange activities in fragile states and emerging markets.

The Media Policy and Public Affairs department engages with public authorities, institutions, and other trade bodies, and evaluates and opposes all measures which restrict the free publishing activity.

Membership Benefits

Or full range of Benefits

Members and their subsidiaries qualify for full membership benefits. All employees of member companies are entitled to membership login and access to all benefits, including free access to the online library download area. WAN-IFRA members are granted membership in the World Editors Forum, World Printers Forum and Global Alliance for Media Innovation membership.

Benefit to individual companies

Non-members

Members

Access to all Content

Technology Guide and Directory	Standard rate	Free, full access
10 to 12 Business and Technology Reports per year	Standard rate (250 Euros/report)	Free, full access
Executive News Service (Daily)	Available free for limited period	Free, full access
Digital Business Newsletter (Bi-Weekly)	Available free for limited period	Free, full access
Leadership and Strategy Newsletter (Monthly)	Available free for limited period	Free, full access
World Printers Newsletter (Bi-Weekly)	Available free for limited period	Free, full access
World Editors Forum Newsletter (Weekly)	Available free for limited period	Free, full access
Media Policy Newsletter (Monthly)	Available free for limited period	Free, full access
World Press Trends Database	Standard rate (2,000 Euros)	Free, full access
Membership Directory	Restricted to members only	Free, full access

Events and Knowledge Sharing


All worldwide events	Standard rate	Up to 50% discount on standard rate
Report Highlights Webinars & Deep Dive Webinars	Available free for limited period	Free, full access + recorded archives
Event presentations	Restricted to attending participants	Free, full access to all members

Advisory, Professional Development, Applied Research & Innovation

Consulting services	Restricted to members only	Up to 50% discount on standard rate
Executive Programmes	Restricted to members only	Only for members
Get personalized introductions to other members	Restricted to members only	High priority
Participation to steering committees	Restricted to members only	Only for members
Support and coordination to R&I programmes	Restricted to members only	Free, only for members

Marketing Platforms

Sponsorship and exhibitions	Standard rate	Preferential rate
WAN-IFRA endorsement	Restricted to members only	Yes

 WAN-IFRA's Digital Media conferences bring together some of the best thinkers on media in the Western hemisphere. I was impressed with the energy, ideas and camaraderie and look forward to the next time these excellent journalists and publishers get together."

Mike Wilson, Editor, The Dallas Morning News, Dallas, USA

Need Assistance

or want to know more about our programmes and membership?

CONTACT OUR CENTRAL DESKS, OR REGIONAL MANAGERS

GLOBAL MEMBERSHIP DESK

Vincent Peyrègne, CEO
Paris, France
vincent.peyregne@wan-ifra.org
Dir +33 6 87 92 17 25

Margaret Bostanian
membership@wan-ifra.org
Dir +49 69 2400 63 288

Elena Perotti, Executive Director
Public Affairs and Media Policy, Paris,
France is your main contact person if
you are an association or a trade
body elena.perotti@wan-ifra.org

GLOBAL SERVICES DESK

Thomas Jacob, COO
Frankfurt, Germany
thomas.jacob@wan-ifra.org
Dir +49 69 24 00 63 221

PRESS FREEDOM

Andrew Heslop, Director Press
Freedom, Paris, France
andrew.heslop@wan-ifra.org

MEDIA DEVELOPMENT

Melanie Walker, Director, Media
Development - Programme Head,
Women in News , Toronto, Canada
melanie.walker@wan-ifra.org

WORLD EDITORS FORUM

Cherilyn Ireton, Executive Director,
London, UK
cherilyn.ireton@wan-ifra.org

WORLD PRINTERS FORUM

Sabine C. Sirach, Sr Manager
Frankfurt, Germany
sabine.sirach@wan-ifra.org

GLOBAL ALLIANCE FOR MEDIA INNOVATION

Stephen Fozard, Project Director
Paris, France
stephen.fozard@wan-ifra.org

EUROPE AND AFRICA

Nick Tjaardstra, Director Global
Advisory and Europe/Africa
Frankfurt, Germany
nick.tjaardstra@wan-ifra.org
Dir +49 69 240 0272

MIDDLE EAST

Mechthild Schimpf, Director
Frankfurt, Germany
mechthild.schimpf@wan-ifra.org
Dir +49 69 24 00 63 252

LATIN AMERICA

Rodrigo Bonilla, Director
Mexico City, Mexico
rodrigo.bonilla@wan-ifra.org
Dir +52 1 55 5275 82 12

ASIA PACIFIC

Joon-nie Lau, Director
Singapore
joon-nie.lau@wan-ifra.org
Dir : +65 6562 8443

SOUTH ASIA

Magdoom Mohamed, Director
Chennai, India
magdoom.mohamed@wan-ifra.org
Dir +91 44 421 12 893

GLOBAL SALES AND SPONSORSHIP

Maria J. Belém, Sales - Senior
Manager, Frankfurt, Germany
maria.belem@wan-ifra.org
Dir +49.69.240063-289

wan-ifra.org

