

WINning STRATEGIES

**Creating Stronger News Media Organizations
by Increasing Gender Diversity**



IMPRINT

WINNING STRATEGIES

CREATING STRONGER NEWS MEDIA
ORGANIZATIONS BY INCREASING GENDER
DIVERSITY

CONTACTS:

Vincent Peyrègne

Chief Executive Officer (CEO)
vincent.peyregne@wan-ifra.org

Melanie Walker

Media Development Director
melanie.walker@wan-ifra.org

Andrew Heslop

Press Freedom Director
andrew.heslop@wan-ifra.org

WAN-IFRA

72 rue d'Hauteville
75010 Paris, France
www.wan-ifra.org

LEAD AUTHORS:

Michelle Foster & Sheila Gibbons

CONTRIBUTING AUTHORS (2018):

Simone Flueckiger
Bloomberg

DESIGN/LAYOUT:

Ivan Cosic & Snezana Vukmirovic, plainandhill.rs

© 2018 WAN-IFRA



CONTENT:

BUILDING A WINNING ORGANISATION	6
BLOOMBERG NEWS, USA	10
MINT, INDIA	14
LA SILLA VACIA, COLOMBIA.....	18
DIE TAGESZEITUNG, GERMANY	22
THE ZIMBABWEAN: ZIMBABWE, UK, AND SOUTH AFRICA.....	26
GANNETT CO., INC., UNITED STATES	31
SOUTH KIVU WOMEN'S MEDIA ASSOCIATION DEMOCRATIC REPUBLIC OF CONGO	36
ARAB REPORTERS FOR INVESTIGATIVE JOURNALISM (ARIJ): JORDAN	40
MAKING EVERY VOICE COUNT, GENDER MEDIA POLICY, BOTSWANA	45
BRITISH BROADCASTING CORPORATION, UNITED KINGDOM	49



women in news

Women in News

Women in News (WIN), WAN-IFRA's Gender and Media Freedom Strategy, aims to increase women's leadership and voices in the news. It does so by equipping women journalists and editors with the skills, strategies, and support networks to take on greater leadership positions within their media. In parallel, WIN partners with media organisations to identify industry-led solutions to close the gender gap in their newsrooms, boardrooms and in the content they produce through peer-led advocacy that emphasizes education, sensitization and the exchange of practical tools and best practices.

WIN is currently working with more than 80 media from 15 countries throughout Sub-Saharan Africa, the Middle East and Southeast Asia including: 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).

WIN is made possible through support from the Swedish International Development Cooperation Agency (Sida) and the Norwegian Ministry of Foreign Affairs.

www.womeninnews.org

About WAN-IFRA's Media Freedom Work

WAN-IFRA is the global organisation of the world's newspapers and news publishers, representing more than 18,000 publications, 15,000 online sites and over 3,000 companies in more than 120 countries. WAN-IFRA is unique in its position as a global industry association with a human rights mandate: to defend and promote media freedom, and the economic independence of news media as an essential condition of that freedom. WAN-IFRA also recognizes that the global fight to protect media freedom must also include advocating for equality of voice and opportunity.

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. This dual approach of applying advocacy and development allows WAN-IFRA to leverage synergies between advocacy and development projects, partnerships and the wider expertise of WAN-IFRA's international community to encourage meaningful change within societies.

www.wan-ifra.org

Introduction

WAN-IFRA first produced WINning Strategies in 2016 to serve as an inspiration to media companies contemplating how to improve gender equality within their organizations. A great deal has happened in this space in the two years thus. #Metoo swept [redacted] rooms across the globe, and movements for social change such as Times' Up have gained hold. The media industry increasingly recognizes that it must take a more proactive role to increase diversity within its leadership structures, as well as the content produced. Media organizations are starting to realize the moral and financial imperative to create safe working environments for all staff. This is all positive, and long overdue.

As an industry, the media continues to lag behind others when it comes to gender equality. Research released in early 2018 found that women only make up 17% of top management positions within the world's largest 100 media companies.¹

Existing research on the presence of women in the news itself – as subject matters or sources – is similarly unsettling. Findings from 2015 as part of the Global Media Monitoring Project, an initiative that tracks gender equality in the news over time [redacted] revealed that only 24% of news subjects are female. Distressingly, this figure has not shifted significantly in the 20-year span of the study.²

WAN-IFRA is committed to helping to change these statistics. Our Women in News leadership development programme aims to equip women media professionals with the skills, strategies and support networks to take on greater leadership roles within their organisations. In parallel, we are working with media partners around the globe to sensitize media managers to the business and moral imperative of gender equality, while also providing practical tools to media organisations to improve their track record in gender equality. We have also committed ourselves to making concrete advances toward gender equality within our own governance and organizational structures, setting internal targets to [redacted] gender equality in the next 3 years.

We hope that WINning Strategies continues to serve [redacted] source of inspiration and discussion, as [redacted] a reminder that it is possible to bring about the organizational and cultural change necessary to increase women's leadership and voices in the news. All it needs is your commitment.

For further information please contact:



Melanie Walker
Media Development Director
WAN-IFRA
melanie.walker@wan-ifra.org

Building a WINning organisation

Around the world, organizations that have women in leadership positions and that model strong, consistent gender diversity tend to have better financial outcomes, be more innovative, and contribute to social stability in their communities.

In fact, a report released in conjunction with the January 2016 World Economic Forum, *When Women Thrive*,³ notes that “the link between women’s participation in the workforce and economic growth has never been clearer.” Like earlier work published by Catalyst, that study highlights the positive business outcomes from achieving gender balance in organizations ... and having women fairly represented at all levels.

Common business results from gender parity typically include increased financial performance, enhanced operating results, and greater return on sales.

Winning the battle for gender equality – Lessons learned

Despite these odds, many organizations achieve gender diversity and create powerful, influential media organizations.

What do they have in common? The case studies in this handbook examine that question from many angles and with perspectives from around the world. Common points emerge from those examples.

- The commitment to diversity starts at the top of the organization and is built into all of its levels, among all employees, from the loading dock to the newsroom to the executive suite.

News media organizations that achieve gender parity yield even more significant results.

- Including news about women helps build audiences and, thus, revenue and impact.
- By increasing the skills and leadership abilities of women working in media, news organizations improve the journalism product, have access to more diverse sources, and become more competitive.
- This combination puts these news organizations in tune with their communities and enables them to break news.
- And by increasing news for women, it helps build strength in local communities and becomes an important “go-to” source for women readers, viewers and listeners.

- ## Winning the battle for gender equality – Lessons learned
- It is consistently and forcefully communicated, especially by recognized leaders widely respected throughout the organization.
 - It is actively managed. Results are measured and managers are held accountable. There are repercussions when goals aren’t met, including financial consequences.
 - There have to be enough women at the entry and middle levels of the company to select from and promote in order for there to be parity at the most senior, decision-making levels.

- Pay equity is vital.
- Women must occupy all roles, and not be limited to those defined by social or cultural norms.
- Mentoring and development programs are essential. Gender equity occurs, and will be preserved, only when women are actively cultivated, supported and promoted.
- It can go “backwards” fast. Gender gains are fragile. They need sustained, active commitment, with universal buy-in. Even in well-run organizations with good intentions, gains can erode quickly.

Case studies from media leaders around the world

Here are ten case studies shared by media leaders from around the world. They represent a wide range of experiences: from building diversity into major news-gathering operations with national and global reach ... to those concentrated in a region, a country, or a state.

These are stories of vision, discipline, and success. They are the stories of people and organizations that operate with courage, persistence,

and moral clarity, and with the understanding that gender diversity is directly connected to the organization's performance.

And they have all committed to bringing women's voices into journalism and journalism entities.

We are proud to share their stories.

Resources

1. The Media is Male Business, Nordic Information Centre for Media and Communication Research, <http://www.nordicom.gu.se/en/latest/news/media-male-business>
2. Global Media Monitoring Project 2015 Report, Who Makes the News, <http://whomakesthenews.org/gmmp>
3. When Women Thrive, Businesses Thrive, Mercer LLC, <http://www.mercer.com/our-thinking/when-women-thrive-2016-report.html>

Bloomberg News, United States

Convinced that securing increased women's perspectives in business reporting makes its journalism more competitive and goes hand-in-hand with striving for gender balance at every level in the newsroom, Bloomberg News has doubled-down on its commitment to both.

Bloomberg News, USA

From its first incarnation in 2010 to the now more established global drive drawing support from as high up as Bloomberg LP Chairman Peter Grauer, executives at Bloomberg Editorial & Research have turned a conversation about the dearth of women in the business media giant's coverage into an initiative aimed at giving Bloomberg a competitive edge on breaking news, on telling the smartest stories, on providing the most reliable content.

These efforts started at the top of the organization and have become integral to its total operations. By establishing a global database of women experts across business and finance, tracking stories that cite women's views, counting the women who appear on TV and radio, ensuring gender diversity on panels and helping facilitate media training for those who need it, Bloomberg is recognizing the importance of raising the voices of women experts to ensure fairness and balance across all of its platforms. This also underscores a broader commitment to gender diversity in the newsroom: it matters who assigns a story, who reports and writes it, who edits and shapes it — and also whose voices are drawn upon to tell it.

The method: A companywide effort asking the 2,700 journalists and analysts who work for Bloomberg's editorial division in 120 countries to get to know the women on their beats who would, in time, become the ones every reporter would want to have access to. Drawing on more diverse sources is viewed as a business imperative at the New York-based news organization and every top manager is tracked for the success of his or her team's efforts to cite more women experts in stories.

Starting in 2018, Bloomberg enhanced its news story publishing software so that it could track the diversity of sources in its stories, highlighting any story that includes an interview with a woman. When filing a story that quotes or paraphrases a woman expert, editors now click a new "add BNSHESAI" button that allows them to add a special tag to these stories. By establishing metrics and creating a process to track its progress, Bloomberg is changing the behavior of its staff.

Bloomberg incentivized managers to encourage their teams to quote more women in their stories

STARTING IN 2018, BLOOMBERG ENHANCED ITS NEWS STORY PUBLISHING SOFTWARE SO THAT IT COULD TRACK THE DIVERSITY OF SOURCES IN ITS STORIES, HIGHLIGHTING ANY STORY THAT INCLUDES AN INTERVIEW WITH A WOMAN

IN MARCH 2018, BLOOMBERG LAUNCHED A PROGRAM, NEW VOICES, IN WHICH BLOOMBERG FUNDS MEDIA TRAINING FOR HIGH-LEVEL WOMEN AND OTHER DIVERSE EXECUTIVES FROM THE TOP FINANCIAL FIRMS. THE GOAL IS TO TRAIN THESE EXECUTIVES TO BE TV-READY WHETHER AS A GUEST COMMENTATOR ON BLOOMBERG TV OR ELSEWHERE.

by making this data part of their performance goals. Bloomberg held events with representatives from communications departments at firms most covered by the news organization as well as leading women experts to socialize the effort and seek assistance. Many organizations responded by sending long lists of women experts they said would be willing to speak on the record or go on TV.

Changing reporters' behaviors also has helped the organization establish a cross-platform franchise on the business of equality, and how companies are responding to the challenges of creating more diverse workforces, serving a more diverse customer base, and reacting to investors' demands for a more inclusive culture. Bloomberg's first "Business of Equality" event was launched in May 2018 at the same time as a six-part podcast on the gender wage gap.

This process had its origins in 2010, with then Editor-in-Chief Matt Winkler, who first started concrete efforts around gender diversity in Bloomberg News's coverage.

In late 2017, Editor-in-Chief John Micklethwait named Senior Executive Editor Laura Zelenko to a new position, overseeing newsroom talent, diversity, training and standards. Putting these priorities under one umbrella, run by a senior leader reporting into the top of the organization, underscored Bloomberg's commitment to creating durable change.

In addition to holding newsroom managers' accountable for raising the voices of women experts in coverage, Bloomberg measures their progress on many other diversity goals related to recruiting, hiring, promotions and retention.

In order to continue increasing the number of women interviewed across platforms, Bloomberg is also addressing the low number of women experts who are media trained and approved by their companies to speak to the media. In March 2018, Bloomberg launched a program, New Voices, in which Bloomberg funds media training for high-level women and other diverse executives from the top financial firms. The goal is to train these executives to be

TV-ready whether as a guest commentator on Bloomberg TV or elsewhere.

Of the initiative, Zelenko said, “It is a competitive necessity that we inform our stories, inform our content across all platforms, from a diverse group of sources — whether that means in terms of gender, ethnicity, political association or sexual orientation. It is imperative to ensuring fairness and balance in our coverage.”

In addition, in 2016, Bloomberg launched the Bloomberg Financial Services Gender-Equality Index (BFGEI), a first-of-its-kind reference index measuring the gender equality performance of global financial services companies. The index recognizes member firms’ commitment to disclosure and best-in-class policies and practices, providing investors with valuable data on internal company statistics, employee

policies, gender-conscious product offerings and external community engagement.

In response to demand from investors, companies and other stakeholders, Bloomberg launched the sector-neutral Bloomberg Gender-Equality Index (GEI) in January 2018. The Bloomberg GEI recognizes firms from communications, consumer staples, energy, financials, materials and technology, among other sectors, and brings a new level of clarity and awareness to social and governance information in the gender equality space. Membership includes more than 100 firms headquartered in 24 countries and regions. Bloomberg will continue to refresh and rebalance the BFGEI in addition to the Bloomberg GEI on an annual basis.

LAURA ZELENKO

Senior Executive Editor for Diversity, Talent, Standards and Training Bloomberg News

Laura Zelenko, who has spent more than two decades overseeing coverage across the globe for Bloomberg News, recently took on a new role as senior executive editor for the company’s editorial initiatives focused on diversity, training, talent and news standards.

Ms. Zelenko joined Bloomberg in 1993 in Prague after stints at United Press International in West Virginia and the Charlotte Observer in North Carolina. She opened Bloomberg’s first bureaus across Eastern Europe and won the company’s first Overseas Press Club award for her work on a series on global prime bank securities fraud. In 1998, she moved to Moscow to cover the nation’s debt default and co-lead the team of reporters and editors in Eastern Europe and the former Soviet Union. Ms. Zelenko returned to the U.S. in 2001 and took over responsibility for all Latin American coverage. After five years traveling back and forth to the region, she established Bloomberg’s first emerging markets team, ran coverage of global equity, currency, commodities and bond markets and then took on responsibility for all business, finance and investigative coverage globally, overseeing more than 600 journalists.

Ms. Zelenko, who holds a bachelor’s degree in politics from Princeton University, is based in New York and has two teenagers, Sasha and Katya.



Mint, India

A startup often provides opportunities to implement best practices from the outset. Business newspaper Mint launched in February 2007 in India and women have contributed substantially to its growth. Embracing a policy pledging equal employment opportunity from the outset was a key element of the company's thoughtful business plan. The company also recognized gender's capacity to extend and enrich its brand. Now, a newsroom that is 50 percent female, along with the appointment of gender editorial consultant with content responsibility, make Mint a standout in what has typically been journalism territory dominated by men.

Mint, India

"In one way, we don't worry about gender at all," says Sukumar Ranganathan, editor of *Mint*. "We started off as an equal opportunity employer."

It's all there in black and white in *Mint*'s lengthy ethics policy, which establishes equality of employment opportunity as a corporate principle, along with detailed expectations of maintaining a respectful, safe workplace in which everyone can thrive. Ranganathan makes it clear, however, that leadership is what makes the fine points of the ethics policy work.

"I think the person running the newsroom has to have as much a personal connection as possible with the people in it," he says. "We have about 150, 160 people here. If you have more than that, it would be difficult – you'd have to take notes to keep track of everyone. But it's up to the newsroom leader to make it work."

That involves confronting the demands journalism places on its practitioners and providing flexibility. Among *Mint*'s journalists are young parents who periodically have work-life struggles. "I think it's manageable and newsrooms have to do that extra bit," he says, making adjustments when staffers need them. He was dismayed when he learned that the company didn't extend maternity leave to adoptive mothers. He extended it to a staffer anyway, and the policy has since been revised to include them.

(There is presently no policy for paternity leave.)

Fifty percent of *Mint*'s journalists are female, including six of Ranganathan's 16-member leadership team. Their assignments include an executive who oversees bureaus in three cities; the editor of *Mint Lounge*, the weekend edition; the editor of *Mint Money*, the daily personal finance and investment section; and editors who oversee coverage of the media, marketing and advertising, and corporate social responsibility, NGOs, and philanthropy. The bureau chiefs in Mumbai and Bangalore are women who succeeded men in those posts.

Mentoring is largely informal ("I'm a firm believer in managing by walking around," Ranganathan says, and *Mint*'s New Delhi office has a large, open-plan newsroom to facilitate this), but there is also a twice-yearly review process for employees during which they can discuss goals and receive guidance on how to reach them.

Ranganathan says his 50-50 female-to-male newsroom evolved without a lot of effort, "but had the ratio been 10 or 20 percent, I would have had to focus on bringing women in," he says. "I think as long as you have the ideas and the intent, you can make a lot of difference."

That also means bringing gender issues into *Mint*'s content. "Gender is a big issue in India,"

"AS A BEAT, GENDER IS BURSTING," BHANDARE SAYS. "IT'S THE MOST EXCITING BEAT TO COVER TODAY IN INDIA, MAYBE IN THE WORLD"

Ranganathan says. "Gender is political, social, economic, and we don't write enough about it. We always believed we should do more of this from the time we were set up. We have a broad definition of news, and we want to write about it in an engaging way." That approach makes *Mint* distinctive among its peers: "Our emphasis on gender [in content] sets us apart from other big newsrooms that focus on business, finance, the economy, banking," he says.

To that end, he appointed a consulting gender editor, Namita Bhandare, after she pitched him with the idea. Bhandare, a veteran reporter, editor, and columnist for the *Hindustan Times*, was motivated after the notorious 2012 gang

rape of a woman riding a bus in New Delhi, an incident that made headlines around the world. Bhandare began writing more about gender, even making a documentary about the case and circulating an online petition calling for faster processing of sexual violence cases, stiffer sentences, and more protections for women. Gender was an issue everywhere and in everything, she realized.

Bhandare contacted Ranganathan and asked him if he was looking for a gender editor. "To his credit, he got back to me in about 10 minutes," she says. Initially, he offered her a page for her work, but she persuaded him that gender could be an issue in every aspect of *Mint's* coverage.

SUKUMAR RANGANATHAN, Editor

Sukumar Ranganathan serves as editor of *Mint*, an English-language business publication owned by HT Media Ltd, a company whose flagship *Hindustan Times* reaches more than 4.5 million readers daily. He was on the founding team of *Mint*, joining HT Media in October 2006 from The India Today Group where he had been managing editor of *Business Today*. He started his career at *The Hindu Business Line* where he became the marketing editor. He then spent a little over nine years at *Business Today*, with both strategic and operational leadership of India's leading business magazine.

NAMITA BHANDARE, Gender Editor

Namita Bhandare is a journalist with close to 25 years of reporting experience for various publications including *Sunday* magazine, *India Today* magazine, and *The Hindustan Times*. She has a Master's degree in journalism from Stanford University. At *Mint*, she is India's first consulting editor on gender for a daily newspaper and also writes a fortnightly column on social issues for *The Hindustan Times*.

In her role, Bhandare writes and commissions stories on gender issues. These include a range of issues from acid violence and trafficking to workplace gender gaps. In December 2012, following the brutal gang-rape of a young medical student that shocked India, Bhandare launched a campaign on the website Change.org called *Stop Rape Now*. The campaign quickly went viral and collected more than 600,000 signatures. Following this campaign, Bhandare made a documentary film with Miditech for Channel News Asia called *Silent Screams: India's Fight Against Rape*.

He agreed, and Bhandare began pitching ideas to the *Mint* political editor to whom she reports, and lining up reporters to take on stories. Two of their series, on human trafficking and gender and sport, have won Society of Publishers of Asia awards.

“As a beat, gender is bursting,” Bhandare says. “It’s the most exciting beat to cover today in India, maybe in the world.”

“We are very inclusive where women are concerned. We often have discussions about stepping up reporting on the less privileged groups in Indian society. I think that’s an area we need to focus on more,” Ranganathan says. “A good reason to [increase] diversity in a newsroom is because a newsroom has to report on diversity.”

Resources

1. Skype interview with Sukumar Ranganathan, January 27, 2016
2. Skype interview with Namita Bhandare, February 1, 2016
3. “Media and Gender in India,” Part of the IFJ Media and Gender in Asia-Pacific Research Project, March 2015 <https://samsn.ifj.org/wp-content/uploads/2015/03/INDIA.pdf>
4. “Sukumar Ranganathan Discusses Online Apps for Media Distribution,” December 2013 (video) <https://www.youtube.com/watch?v=wHcZE9jZHxk>
5. 2014 Indian Readership Survey results, *Hindustan Times*: http://www.mruc.net/sites/default/files/IRS%202014%20Topline%20Findings_o.pdf
6. *New York Times* on the issues facing women workers in India: http://www.nytimes.com/2016/01/31/world/asia/indian-women-labor-work-force.html?_r=0
7. Representative reporting from *Mint*:
 - “The missing workers of urban India,” <http://www.livemint.com/Specials/RtjiAHQRw3u5z-VpUuo5PDN/The-missing-workers-of-urban-India.html>
 - Stories that won *Mint* a SOPA Award (Society of Publishers of Asia), <http://www.livemint.com/Politics/dlk41zhw3LSOcxH5ZBcGLL/Mint-wins-two-SOPA-awards.html>
 - On trafficking:
<http://www.livemint.com/Politics/NF6no9ZE1tTQWyV2CLF8LI/The-human-cost-of-sex-trafficking.html>
<http://www.livemint.com/Politics/7cSno8nD9gvIEAbZcQrP7I/Human-trafficking-caters-to-demand-for-brides.html>
<http://www.livemint.com/Politics/nierR4Q3L7VFwkAhcKVPPJ/Human-trafficking-A-phone-call-to-the-heart-of-darkness.html>
 - On gender and sport:
<http://www.livemint.com/Leisure/9P3jbOG2GoppTVB7XvwjoK/Why-Dutee-Chand-can-change-sports.html>

La Silla Vacia, Colombia

In a country where the voices of major media houses are tightly controlled by powerful interests, La Silla Vacia (a news website) speaks with an authentic and direct voice. It views war, drugs, crime and corruption through the lens of power and its influencers. Now reaching an educated audience of nearly a million unique users, Director Juanita Leon uses her leadership role to create a close team of diverse staffers. Together, they have crafted a news organization trusted for its insightful reporting. They have proven that having a diverse staff with diverse voices creates a competitive advantage in a news environment where, too often, news is a monologue.

La Silla Vacia, Colombia

Juanita Leon has held many of the most enviable roles in Colombian journalism at both the weekly magazine *Semana* and the influential daily *El Tiempo*, as well as being the author of numerous important and timely works. She has won major international awards and recognition.

Yet in 2009 she felt compelled to leave those roles in order to fill an important gap in the news spectrum by starting her own online publication. *La Silla Vacia* reports on the way power is exercised in Colombia and on the ideas (and people) behind major policy decisions. It speaks with a unique voice in a country where much of the media is closely owned; where corruption is commonplace; where the powerful have traditionally chosen what is said about them; and where reporting can be censored not by government, but by media owners.

“When I covered conflict,” she said, “I covered the victims, the guerillas, the front lines. But not the big people behind the conflict who were profiting from it.” After a book idea covering those topics was turned down by editors, that changed.

“I needed to be my own boss. I needed to tell the truth in my own stories.”

Committed to bringing forth fresh viewpoints and unheard voices, Leon put together a reporting team that reflects the country’s regional,

ethnic, cultural, and economic diversity.

Initially, and not deliberately, her staff was all female. Today, it looks different; the staff is more diverse. And that diversity helps create a competitive edge.

“Our diversity is not just age or gender,” Leon observed. “Having diverse people brings us into contact with diverse sources We can reach into the many different communities that comprise Colombia. We have entry into the economic and political elite, to the Colombia coasts, to the gay community. We are more connected to young people, to the tech environment.”

That edge has earned the publication a well-respected niche in the country’s news media landscape. During 2015, La Silla Vacia’s audience reached nearly a million unique users. (In contrast, El Tiempo had 8 million.) Yet it is disproportionately influential. In a recent annual poll of Colombian leaders, La Silla Vacia was ranked third-highest as a primary source for political news and reporting -- behind Semana, ahead of El Tiempo.

Internally, this high level of diversity has created a unique company culture.

“In a way,” said Leon, “it is more like a social club. The common denominator among all of us is our thoughts, our ideas; not our social class. Talent is more important than other things. As a result, as a group, we have fun.”

“DO WHAT YOU DREAM OF AND
FORGET ALL THE REASONS WHY YOU
SHOULDN’T DO IT.”

"HAVING DIFFERENT PERSPECTIVES MAKES WORK MORE PRODUCTIVE AND MORE FUN."

The topic of having fun together - sharing meaningful work among smart people – punctuates Leon's comments. While that creates a good environment in which to work, it also brings significant benefits to the organization.

The workforce is productive. Everyone has the opportunity to dig deep and cover important stories: assignments are made independent of a reporter's gender. Employees are deeply engaged with their work and care about getting it right. Even when offered bigger salaries and rewards, they tend to stay with La Silla Vacia.

A partial explanation for that level of employee retention might also include the company's approach to compensation. "As a feminist, I want

to run a business that is coherent with my values," said Leon. "That is why I pay people similar wages, both men and women."

Was it easy to break out of successful and prominent roles to start off on her own? Leon met with resistance from many fronts, including – surprisingly – her friends.

"When I started *La Silla Vacia*, a lot of my friends were opposed to it; a lot of them gave me 'ten reasons why it would fail.'

"But I decided to risk it," she said. "Listening too much to the people you love can be a bad idea. They don't want you to get hurt.

"Sometimes you see things other people can't see. You have to believe in that."



JUANITA LEON

Founder and Director, *La Silla Vacia*

Juanita Leon is a leading Colombian journalist who has covered the country's many conflicts, including the civil war and the drug trade. She received her law degree in Colombia and her M.S. from the Graduate School of Journalism at Columbia University in New York. As a journalist and editor, she has worked for leading publications including *Wall Street Journal Americas*, *El Tiempo*, *Semana*, and *Flymedia.com*. A published author, her books and articles have focused on Colombia's indigenous populations and the country's armed conflicts, and her work has helped uncover the links between a number of Colombian politicians and paramilitary groups. She has taught at New York University's Graduate School of Journalism; was a Nieman Fellow at Harvard University; received the Lettre Ulysses Award (3rd prize) for reporting; and has been an Open Society Foundation Fellow. She founded *La Silla Vacia*, a news site about power in Colombia, and currently serves on the Board of Global Voices.

Resources

1. Skype-to-phone interview with Juanita Leon, January 19, 2016
2. Open Society Foundations: <https://www.opensocietyfoundations.org/about/programs/open-society-fellowship/grantees/juanita-leon>
3. Nieman Reports: <http://niemanreports.org/authors/juanita-leon/>
4. *La Silla Vacía* website: <http://www.lasillavacia.com>
5. “Global Voices Welcomes Juanita Leon to Board of Directors,” Global Voices website, <https://globalvoices.org/2014/07/22/global-voices-welcomes-juanita-leon-to-board-of-directors/>
6. Committee to Protect Journalists - statistics on journalists’ deaths in Colombia showing 47 mortalities in Colombia since 1992 making it the 8th deadliest country in the world and #1 in the west: <https://cpj.org/killed/americas/colombia/>
7. Juanita Leon profile: https://en.wikipedia.org/wiki/La_Silla_Vac%C3%ADa

Die Tageszeitung, Germany

Die Tageszeitung, or the taz as it's known to its readers, broke ground with a quota system mandating a 50-50 gender parity split in newsroom employment at every level. To achieve that level of gender parity required setting and communicating clear goals, and then being disciplined about achieving them. This "no excuses" mentality meant that taz needed to think – and manage – ahead. It actively recruited enough women into entry-level positions so later on there would be a pool of well-prepared female candidates for promotion.



Die Tageszeitung, Germany

It took a minor revolution at *Die Tageszeitung*, the left-leaning German daily, for women to move into the ranks and up the ladder. In 1981, fed up with low-prestige assignments and lack of advancement opportunities, female staffers went on strike for a week, bringing production of the *taz* to a halt. They emerged with a policy that the *taz* would hire and promote equal numbers of women and men, and that the paper's editor would be a woman.

That policy has been maintained, modified only recently to permit a male in the editor's role.

The editor who preceded him is Ines Pohl, who held the top editorial job at the *taz* for six years and is now a U.S. correspondent in Washington for Deutsche Welle, German's

state-operated international broadcaster. Pohl remains convinced that quotas are the way to ensure equality of opportunity and quality of content in the news workplace.

Pohl says at least three things are essential to the workability of a quota policy: support and mentoring for people at the outset of their careers, a consensus among employees that the policy is necessary to create a diverse talent pipeline, and a mechanism for making managers accountable for sustaining the policy.

"Many, many women feel they aren't skilled enough to take the next job or the next assignment," Pohl says. "Men are quick to put their hands up, women worry they're not ready. That's why, besides having a quota, you have to develop a

“ONCE YOU ARE FORCED TO HIRE WOMEN, YOU CAN FIND GOOD WOMEN.”

system of support, a mentor to walk them through their career.” Identifying talent early, and nurturing it, is key to filling the pipeline with women who will be prepared to advance, she says.

Pohl rejects excuses she’s heard from managers elsewhere who say finding qualified women for open positions is often difficult: “Once you are forced to hire women, you can find good women.” The *taz* is employee-owned, so Pohl says it’s the employees themselves who set the quotas and enforce them. “If the quotas aren’t met, the next open position will be filled with a woman, no exceptions,” Pohl says. “We must draw the famous clear ‘red line.’ It is a public declaration; it is known to everyone.”

She expresses concern that younger women who have benefited from the policy are not passionate about protecting it. “They must be careful to keep fighting for their rights,” she says.

The *taz*’s 50-50 parity policy is unique, singled out in 2012 as a model during “Pro Quote,” a campaign by 250 German journalists to persuade media executives to adopt a more modest 30% female employment parity goal. The campaign was launched, in part, after *Handelsblatt*, a leading business newspaper, committed to a

30 percent quota. Writing in support of “Pro Quote,” Pohl said, “Few of the people in our [*taz*] office would doubt that this solution works out well for everyone. It helps women because it guarantees that their perspective, their expectations and individual problems are given due consideration. And it’s a plus for most of the men, too, that the work culture of our newspaper is now shaped by both sexes: even more introverted men now get a word in.” At that time in 2012, Pro Quote noted that only 2% of all editors-in-chief of 360 German daily and weekly newspapers were women, a number Pohl – then one of the 2%, and the only female editor of a daily -- said was “embarrassingly small.” In a 2016 interview, she said little had changed: “At the top level, Germany is a disaster.”

The results at the *taz* speak for themselves: the growth of the *taz*’s reputation as a source of news and commentary, some of it refreshingly irreverent (the *taz* has been singled out for having many female voices on its opinion pages); maturing from a counter-culture newspaper to a mainstay of Germany’s publishing sphere, with a newsroom staff of approximately 140; and 50,000 subscribers.

INES POHL

Foreign Correspondent, Deutsche Welle

Ines Pohl joined Germany's international broadcaster Deutsche Welle in 2015 as a foreign correspondent based in Washington, D.C. A 2005 Nieman Fellow, she served as chief editor of the Berlin-based German daily *Die Tageszeitung* from 2009 until joining Deutsche Welle.

Under Pohl's leadership, the taz launched a new weekend edition and restructured its website, taz.de, now one of Germany's most popular news sites. She also promoted the use of social media to deepen the connection between digital audiences and journalists.

A frequent guest on national TV news shows in Germany, she has produced a monthly commentary for Deutschlandfunk, one of the country's leading radio broadcasters. She also has appeared on the English-language foreign affairs show Quadriga on Deutsche Welle, as well as CNN and MSNBC.



Resources

1. Skype interview with Ines Pohl, January 5, 2016.
2. "Taz Year Thirty" by Paul Hockenos, *The Nation*, May 19, 2008. <http://www.thenation.com/article/taz-year-thirty>
3. "Germany's Top Female Journalists Call for Women Quotas in Media" by Helen Pidd, *The Guardian*, February 27, 2012 <http://www.theguardian.com/world/2012/feb/27/germany-journalists-media-women-quota>
4. "Women in the Media: Why a Call for a Quota in Germany is Vital" by Ines Pohl, *The Guardian*, February 29, 2012. <http://www.theguardian.com/commentisfree/2012/feb/29/women-in-media-quota-germany>
5. "The Silent Sex: Women Excluded from Germany's Opinion Pages" by Barbara Hans, *Spiegel Online International*, April 4, 2012 <http://www.spiegel.de/international/germany/female-commentators-missing-from-germany-s-newspapers-a-825747.html>
6. "The German Newspaper Saved by Its Readers" by Patrick Kingsley, *The Guardian*, October 1, 2012 <http://www.theguardian.com/media/2012/oct/01/german-newspaper-saved-readers>

The Zimbabwean: Zimbabwe, UK, and South Africa

In 2005, Wilf and Trish Mbanga founded The Zimbabwean, an authoritative and independent newspaper to create a “voice for the voiceless.” Key among those were rural women with limited – or non-existent – access to news. The Mbangas’ approach combined three elements: strong reporting about women, fact-based reporting for women, and a smart distribution strategy that crossed a deep urban/rural divide and, as a result, reached women.

The Zimbabwean: Zimbabwe, UK, and South Africa

Independent news is politically and economically suppressed in Zimbabwe, where Freedom House ranks the media environment “Not Free.” Journalists are subject to both legal and extra-legal repression; independent media compete against powerful state-owned enterprises for revenue; and women, especially rural women, are disproportionately affected in a culture dominated by men.

Focusing on women was, to the Mbangas, “just common sense.”

“In most countries in Africa,” said Mr. Mbanga, “women play a secondary role to men. Politics are dominated by men. The workforce is filled with men. In the villages, it is men who discuss and decide things while the women cook. But the population is comprised of a majority of women.”

Thus, while providing the political and international news that male audiences expected, *The Zimbabwean* also actively cultivated female readers.

It brought women’s issues and voices to the fore. Each edition of its weekly newspaper contained a four-page supplement, “Our Voices,” that highlighted the views, perspectives, concerns and successes of Zimbabwean women. The section also contained empowering information: news about economic opportunities, health, and social equality. It celebrated role models and successes.

“Our stories have life-changing impact,” said Ms. Mbanga. “If you educate a woman, you educate the family. If you upgrade women, you upgrade society. Women are a powerful economic force.”

What were some of those stories? “Lifeline for cancer-prone women”; “Recycled plastics spin money for women”; “Business training equips single mother for success”; and “Income-generating projects for sex workers.” There were stories on teen pregnancies, coping with disabilities, acquiring water pumps and interacting with officials. There were stories of resilience, courage, and hope.

“OUR STORIES HAVE LIFE-CHANGING IMPACT. IF YOU EDUCATE A WOMAN, YOU EDUCATE THE FAMILY. IF YOU UPGRADE WOMEN, YOU UPGRADE SOCIETY”



In the absence of standardized audience research, *The Zimbabwean* commissioned professional research to gauge its impact among all its audiences, male and female. Researchers interviewed readers and provided verbatim comments.

Noted one reader: “*The Zimbabwean* carries stories pertinent to us as women. We are encouraged... to read those stories and I can say that they have helped us in knowing our rights as women and being creative in fending for our families.” Another credited the newspaper with giving her motivation to start a business. “I have been inspired to start a chicken-rearing project after reading week after week [about] different money-making projects other women in different parts of the country are doing.”

Yet these stories were not read exclusively by women; survey results also showed a surprising number of positive comments from men. For example, a male driver from Shurugwi said *The Zimbabwean* helped him find a civic society organization dedicated to helping survivors of gender-based violence. He obtained help for an aunt who had problems with her husband, a prominent businessman.

Yet it was not enough to write these stories: to have impact, they needed to be read.

The Zimbabwean developed a smart and comprehensive distribution system.

In much of Africa, countries are divided into two very different realities: media-rich urban areas and media-impoorished rural ones. To reach the urban areas, the newspaper had print, mobile and online distribution. To reach beyond urban areas, the newspaper developed an intricate network of distributors and NGO partners who placed a minimum of 2,000 free issues of the newspaper each week with rural women’s groups and cooperatives.

Those copies had a “cascading” effect: once read, they were then shared widely by dozens – and even hundreds - of other readers.

The Zimbabwean also provided audiences with daily updates via email subscriptions, daily Facebook posts, SMS messages, YouTube and other social media. Readers commented and offered feedback via Whatsapp, Twitter and email. One woman reported sharing each day’s newspaper with her network of Facebook friends, 80-plus strong.

To get the stories, and to get them out, required a strong organization. The Mbangas were passionate about developing that team. The newspaper hired and trained journalists, and became a proving ground for some of the country’s finest reporters.

“People would start with us; we mentored and developed them. Now there are many of our ‘alums’ who are serving as editors and senior leaders in a wider variety of media,” said Ms.

Mbanga. “We actively mentored them even if we could only connect through email or Skype.” [Note: reporters were in Zimbabwe while the Mbangas and others operated in exile]

“And we trained our women reporters on all facets of reporting,” added her husband. “They were not confined to ‘women’s topics.’ We had women covering sports, politics, business ... every aspect of journalism.”

They also actively recruited and trained women to work on the business side of the operation.

In 2015, the Zimbabwe economy imploded; media revenues sank to unsustainable lows; and donor funds for exiled news media ended. *The Zimbabwean* moved to digital-only media. However, before shuttering its print operations, the organization published one last edition of “Our Voices.” 40,000 copies were distributed – and then passed along to others – showcasing the courage, resilience and hard work of Zimbabwean women.

WILF AND TRISH MBANGA

Wilf and Trish Mbanga started *The Zimbabwean* in 2005. It operates in exile and offers an alternative to the state-controlled propaganda under President Robert Mugabe. The print edition (closed at the end of 2015) was published in South Africa and distributed in the UK and Southern Africa, reaching deep into Zimbabwe’s rural areas. *The Zimbabwean* continues to use numerous platforms for promoting dialogue and distributing content, including its own website, mobile apps, and a variety of social media.

Wilf Mbanga is founder and editor of *The Zimbabwean*. He originally led an independent newspaper in Zimbabwe, *The Daily News*. In that role, Mbanga was arrested (but later acquitted) on charges of anti-government activities; the newspaper was banned; Mbanga received death threats and subsequently left the country in self-imposed exile; and he was labelled an “enemy of the state.” *The Zimbabwean* was later founded with support from international donors to provide authoritative, accurate reporting.

Trish Mbanga is co-founder and chief sub-editor of *The Zimbabwean*. She has a long background in journalism, communications, and publishing, and currently heads the company’s business operations. Previously, she was the Inaugural laureate of the (Netherlands’) Prince Claus Award for Culture and Development.

Wilf and Trish co-authored the book *Seretse and Ruth: Botswana’s Love Story*.



Resources

1. Skype interview with Wilf and Trish Mbanga, February 4, 2016; internal memos
2. *The Zimbabwean* (website) <http://www.thezimbabwean.co/>
3. Organizational profile (website), <http://www.thezimbabwean.co/about-us/>
4. “Freedom of the Press 2015: Zimbabwe,” Freedom House, <https://freedomhouse.org/report/freedom-press/2015/zimbabwe>
5. “Wilf Mbanga Profile,” *The Guardian* <http://www.theguardian.com/profile/wilfmbanga>
6. Profile and columns, Open Democracy, <https://www.opendemocracy.net/author/wilf-mbanga>
7. “The Trillion Dollar Campaign,” https://en.wikipedia.org/wiki/The_Trillion_Dollar_Campaign
<http://www.dw.com/en/wilf-mbanga-it-doesnt-make-sense-to-keep-mugabes-health-a-secret/a-17657176>
8. “Financially Viable Media in Emerging and Developing Markets: Kenya,” Michelle Foster (introduction), WAN-IFRA, http://www.wan-ifra.org/sites/default/files/field_article_file/WAN-IFRA_AMI_Kenya_Report_2012.pdf

Gannett Co., Inc., United States

While Gannett Co., Inc. had an ethical commitment to diversity, it understood that having a diverse workforce – and reflecting those viewpoints in its reporting - was also good business. Gannett sought to make that commitment a sustainable part of the company’s culture across its extensive newspaper, television, and (later) digital holdings.

With consistent focus and vocal support from a succession of CEOs, its Human Resources leadership increased employee diversity with clear goal-setting, formal measurements, executive compensation, consequences for non-performance, and audience benchmarking.

Gannett Co., Inc., United States

Former Gannett Chairman Allen H. Neuhardt grew up in a home where his widowed mother was the sole income earner. Her hard work and commitment, which were seldom fairly compensated or valued, taught him lessons he never forgot.

Later, as a journalist, he felt that media companies, especially in the newsroom, needed to reflect the wide diversity of the communities they served and covered. He knew that having a diverse workforce was both the right thing to do ... and good business.

Integrating those convictions into the corporation required a systematic approach.

Madelyn P. Jennings, a highly-respected human resource professional, led that effort. Over the course of two decades and, ultimately, five CEOs, Gannett became renowned for its industry-leading commitment to diversity. As one of America's largest diversified news and information companies, and publisher of USA TODAY, its workforce spanned the country and came to reflect the composition of its many communities,

large and small. While the changing business climate for newspaper businesses affected Gannett during recent years, as it has many other newspaper organizations, its culture of diversity has persisted. Following a number of staff reductions mandated by a worsening economic environment for newspapers, Gannett was still able to report that it was continuing to meet diversity goals across the board and in its "Top 4" employment categories. Prior to its split into two corporations in 2015, Gannett was headed by a female CEO, Gracia Martore. She remained CEO of a new entity, Tegna, and the new Gannett Company currently has twelve top executives, 4 of whom are female.

To create such a deep level of commitment to diversity, Gannett employed a full set of management tools.

"We had to get into the pocketbooks of the managers," said Jennings. "And to do that, we had to set goals and measure their performance."

Previously, Gannett's system for allocating annual bonuses for executives and managers

"WE HAD TO GET INTO THE
POCKETBOOKS OF THE MANAGERS.
AND TO DO THAT, WE HAD TO
SET GOALS AND MEASURE THEIR
PERFORMANCE."



was almost entirely driven by whether a business unit achieved its revenue goals. While that was a critical objective, it was also important for the company to ensure that it was building long-term strength while achieving short-term goals.

With her team, Jennings implemented a system of “Management by Objectives,” or MBOs. Each manager and executive had a clear set of objectives to achieve during the year. Those goals not only focused on growing revenue, but also on growing each business unit in smart, sustainable, and responsible ways.

By adding diversity goals as a factor in assessing an individual’s overall performance, it put achieving those on an equal level of importance

as revenue, although it was not the largest factor. Achieving a balanced workforce was discussed at all levels of the company; if a business failed to meet those goals, its leadership felt it in their paychecks.

To set diversity goals, each newspaper or television station had a demographic profile of its community drawn from U.S. Census data identifying the population’s overall composition. It included statistics on male, female, minority, age and income levels. The profile of each business unit was then required to reflect that same demographic distribution.

Moreover, it was required to reflect its community’s profile at all levels in the organization, not

just in low-level positions. Employees in the “top four” job categories (officials and managers; professionals; technicians; and sales workers) also had to reflect the markets they served.

“Our focus was on moving women and minorities up, not keeping them in minimum wage jobs,” said Jennings.

This created a “pipeline” of talented people across the company prepared to move into larger jobs and roles. While Jennings points with pride to specific individuals who rose to top leadership roles as a result of these policies, the overall impact was more important. “The whole company was lifted by diversity,” she noted.

Was it good business? For Gannett: yes. Financially, having a diverse workforce supported improved financial performance. It also supported better community reporting: in audience surveys, the company measured readership gaps between male, female and minorities and then worked to close them with targeted content and inclusive reporting.

When asked what it takes to implement such a wide-ranging program, Jennings quickly ticked off a list of key variables.

“It takes having consistent, visible, and vocal priority from the CEO and other top executives,” she said. “It has to be a process, not a person. It has to be built into how the company operates,

not just be dependent on one person’s priorities or vision. And it has to be seen by everyone as an essential part of business strategy and overall competitiveness.”

The company’s Board of Directors was deeply engaged. It played an essential role in keeping the company’s promise alive by making diversity statistics visible to the public in shareholder briefings and in the annual report.

The Board also supported corporate-wide communications efforts that kept the diversity message relevant and top-of-mind. It backed that commitment with funds to train and seek out highly-qualified women and minority candidates. The company invested in a wide range of development programs to help workers become more effective and to prepare them for larger roles.

Did everyone embrace these ideas? Not immediately. “There were certain people I had to be diplomatic with, both adamant and conciliatory. But they all knew that the CEO meant it,” said Jennings.

“What would I do differently? I would have communicated even more that people ‘should do the right thing’ in order to make diversity part of the culture. I did a lot of that, and a lot outside the company, but I would have done even more.”

MADELYN P. JENNINGS

Madelyn P. Jennings is a founder of the Cabot Advisory Group and President of the McGregor Links Foundation. She is the retired Senior Vice President of Personnel at Gannett, Co., Inc., and previously held senior executive roles at Standard Brands and General Electric.



Formerly Co-Chair of the Freedom Forum, she holds emeritus rank on the boards of the Freedom Forum and its affiliates, the NEWSEUM and the Diversity Institute. She also serves on the Defense Business Board (U.S. Department of Defense), George Washington University Business School's Board of Advisors, and the boards of the National Museum of Women's History, the Center for Productive Longevity, Yaddo (an artist and writers' colony), the National Academy of Human Resources Foundation, and The Women's Center. She has served on numerous other Boards of Directors and is a Distinguished Fellow of the National Academy of Human Resources, and an Executive of the Year in the Society of Human Resource Management.

Resources:

1. In-person interview with Madelyn P. Jennings, December 12, 2015 Gannett announcement of management awards, including individual and business unit "Leadership and Diversity" winners <http://www.tegna.com/gannett-honors-top-employees-including-inaugural-greater-good-award-winners/>
2. Catalyst – a global organization that seeks to accelerate women's inclusion in the workforce; to do so it has conducted wide-ranging research into the links between diverse workforces and the financial performance of organizations. <http://www.catalyst.org/> <http://www.catalyst.org/knowledge/bottom-line-connecting-corporate-performance-and-gender-diversity>
3. The Robert C. Maynard Institute for Journalism Education is the United States' oldest organization dedicated to helping the news media accurately portray all segments of society, particularly those often overlooked. <http://mije.org/richardprince/gannett-found-tops-diversity>
4. Gannett Newspaper Division Code of Ethics (for journalists and reporters), https://sabew.org/wp-content/uploads/2012/11/Code_of_Ethics_for_Gannett_Newspaper_Division.pdf
5. Tegna Ethics Policy (Tegna is a company formed after a 2015 split of the Gannett Company into broadcasting and print media entities) [file:///C:/Users/mjfos/Downloads/TEGNAEthicsPolicy%20\(3\).pdf](file:///C:/Users/mjfos/Downloads/TEGNAEthicsPolicy%20(3).pdf)
6. "Gannett's Commitment to Diversity Reflected in Work on Conventions, Mentoring Program," Virgil Smith, <http://www.tegna.com/gannetts-commitment-to-diversity-reflected-in-work-on-conventions-mentoring-program/>

South Kivu Women's Media Association, Democratic Republic of Congo

Rich in mineral resources and torn with conflict, the Democratic Republic of Congo has solidly maintained its position near the bottom of world press freedom rankings: in 2015, Reporters Without Borders placed it #150 out of 180 countries worldwide. Violence there uniquely targets women by employing rape as a tool for destroying communities.

For many years, those crimes occurred with impunity in a country where the culture both stigmatized rape ... and silenced women's voices. Reporter Chouchou Namegabe, and the South Kivu Women's Media Association (AFEM) she founded, have brought women's voices onto the airwaves, into the mainstream of national reporting, and before the International Criminal Court at The Hague. By giving women voice, AFEM gave them power.

South Kivu Women's Media Association, Democratic Republic of Congo

(AFEM/ Association des Femmes des Médias du Sud Kivu)

Growing up, Chouchou Namegabe heard only men's voices on radio. "In our culture, it was forbidden for women to speak in public," she said. "When I started in radio [1997] as a young reporter, it wasn't seemly." At that point, all media were owned by men and only men covered stories; in the whole country there were perhaps five women journalists.

But women's voices needed to be heard. And Namegabe was determined to make that happen.

As militias competed to harvest the country's vast mineral wealth, women were uniquely targeted. Commanders knew that if soldiers destroyed women, both physically and psychologically, they would also destroy communities and thus gain control of mines. Women were beaten, raped, and tortured in front of their children. These attacks occurred without consequences. They were crafted with intentional brutality to send a message.

Namegabe fought back against that message. She started a talk show on a local station (Radio

Maendeleo) to air the voices of survivors. She later founded the South Kivu Women's Media Association to create a center that brought women's voices out of silence by training women as both professional and citizen journalists. Since founding the association in 2003, hundreds of women have shared their experiences on-air, helping to heal wounds and create a collective strength.

"We formed 'listening clubs,'" she said, "where women, especially in rural areas, gathered around radios and listened together, then discussed what they heard. When women first started telling their stories, they were stigmatized and rejected. Now that is no longer the case. Listening to ... and telling these stories ... has helped heal the wounds."

When they started the listening clubs, there were no words to describe what was going on. Literally, the language "had no vocabulary to describe the crimes we saw, the rape and sexual violence." They began to create that language, share its use, and report on what was an increasingly widespread tactic of war.

"TO SPEAK ABOUT IT IS TO ACT," SHE SAID. "WE DON'T HAVE GUNS, BUT WE CAN TALK."

Many of the women involved in listening clubs then became sources of local news; AFEM trained them as citizen journalists. AFEM has also trained 81 young women aged 18-25 to become professional journalists in an effort to make women's voices a more prominent and balanced part of national reporting.

How were they trained? "We used many resources" said Namegabe. With a limited budget, AFEM was entrepreneurial. It took advantage of local journalists; sought regional trainers; and when international reporters came to town, they were invited to help out.



"We trained our reporters on everything: how to report, how to gather facts, how to use a camera."

Over time, they also developed a regional network of women journalists – and women journalist associations – that collaborated and produced joint reporting.

To get its stories out, AFEM coordinated and paid for distribution on a wide variety of stations. That proved to be expensive. In 2015 it launched a revamped website and in 2016, AFEM plans to debut its own radio station, Mama FM, featuring reporting on - and by - women.

This progress has not come without a price. Namegabe and her colleagues have been frequently endangered, and continue to receive death threats and promises of violence against themselves and their families. They take security very seriously. In a country where there has been impunity for criminals, there has also been no protection for journalists.

Yet the voices of women survivors and reporters have had power. In 2006 Namegabe urged the International Criminal Court to include rape and sexual violence in its charges against former commander Thomas Lubanga. Her petition was supported by hundreds of AFEM's radio broadcasts from survivors. In 2012, Lubanga was convicted of war crimes and sentenced to jail. Namegabe's goal was – and remains- to train journalists and report on the causes of sexual violence, not just its casualties.

"To speak about it is to act," she said. "We don't have guns, but we can talk."

CHOUCHOU NAMEGABE

Founder and Director

Chouchou Namegabe is a radio journalist, media trainer, and director of the South Kivu Women's Media Organization (AFEM in French), an organization she founded in 2003. She has trained both rural and urban women in DRC as journalists. Her work has helped "Congo's women broadcast to the world."



Namegabe has testified at The Hague and before the U.S. Senate Foreign Relations Committee. She has been recognized many times for her contributions, including receiving the Knight International Journalism Award (2009); receiving the Vital Voices Global Leadership Award (2009); and being named among "150 Fearless Women" (2012, *Newsweek- The Daily Beast*); "100 Most Influential Africans" (2012, *New African Magazine*); and "150 Women Who Shake the World" 2011, *Newsweek-The Daily Beast*).

Resources:

1. Skype and phone interview, Chouchou Namegabe, January 20, 2016
2. "2015 World Press Freedom Index Rankings," (placing DRC #150 out of 180 countries), Reporters Without Borders, <https://index.rsf.org/#!/>
3. "Freedom of the Press Global Rankings," (placing DRC #179 out of 196 and ranked "Not Free"), Freedom House, <https://www.freedomhouse.org/sites/default/files/Global%20and%20regional%20tables.pdf>
4. AFEM website: www2.afemsk.org
5. Vital Voices, Global Leadership Awards: <http://www.vitalvoices.org/vital-voices-women/featured-voices/chouchou-namegabe>
6. "Journalist Fights to Give Voice to Congo Victims," National Public Radio, <http://www.npr.org/templates/story/story.php?storyId=120452678>
7. "Exposing the Brutality of Sexual Violence in Congo," interview with Lisa Mullins on "PRI's The World," Public Radio International, <http://www.pri.org/stories/2011-09-23/exposing-brutality-sexual-violence-congo>

Arab Reporters for Investigative Journalism (ARIJ): Jordan

In an environment where all press freedoms are rapidly eroding, and barriers against women journalists have grown higher and harder to scale, Rana Sabbagh has courageously changed the playing field. By starting an innovative organization supporting investigative journalism, its reporters are bringing important stories to light.

Sabbagh founded Arab Reporters for Investigative Journalism (ARIJ), operating in nine Arab countries, to train journalists, foster professionalism, coordinate investigative reporting, and help distribute their reports. Women journalists, often unable to work in news organizations captured by political and commercial interests, find a platform and a voice within ARIJ.



Arab Reporters for Investigative Journalism (ARIJ): Jordan

ARIJ and its members operate in a bad and worsening environment. Press freedoms are shrinking in Jordan and Egypt. Fines, intimidation and arrests are common. Anti-terrorism laws are used to suppress reporting and ensure that the state's narrative is the only one heard. Censorship is on the rise. Where ISIS is active, journalists are in extreme danger. ISIS has beheaded journalists and broadcast their murders.

Within that environment, women reporters face the same and even greater constraints, including sexual harassment, restrictive social norms, shaming, discrimination, defamation, lack of access, and family pressures.

Rana Sabbagh, head of ARIJ, has faced those challenges.

Her decision to pursue journalism was unusual. When she started her career, female reporters were viewed as loose women, sexually available: the kind of women who would be alone with a male source, look him directly in the eye, go to meetings in the evening, or travel out of town without their husbands. “Men, at that time, all wanted to touch us, to feel us,” she said. Even so, she persisted. “I often looked weird; I wore boxy clothes, nothing that revealed my shape, and wore no make-up.”

"Measuring impact by journalists and the stories they produce is always a challenge. Like social change generally, there is often not a direct line from a single person or action and the movement for reform that results. But occasionally a person comes along whose work is so pioneering, so meaningful, and so dedicated that most of us can agree they have contributed something extraordinary to human progress.

-One of those persons is Rana Sabbagh.

"Rana has almost single-handedly created the infrastructure to support investigative journalism that stretches from Iraq to Morocco. Before, during, and after the Arab Spring, she has laid the seeds that have produced many of the Arab world's best journalists, reporters who have gone after the lack of accountability, the dysfunction and corruption that are rife in too much of the Middle East and North Africa. At the same time, she has empowered women journalists, trained them, and brought their work to an international audience. There is no tougher environment to do the work Rana does than in the Middle East, and yet she has persevered and left a legacy that will endure We are in her debt."

*David E. Kaplan, Executive Director
Global Investigative Journalism Network*

Few role models were available but she benefited from strong mentoring while working for Reuters. International editors helped her develop high professional standards and learn what it takes to produce top-rate journalism.

When she finally married, social expectations and family pressures forced her away from reporting, at least for a while. Later, as top editor for The Jordan Times and in other reporting roles, she would come home from work only to find that she lacked support.

Her situation was not unusual.

Beyond a woman's family, there was no

infrastructure to support working wives; picking up and dropping off children at the limited child care locations could take four hours a day. Husbands expected their wives to prepare and eat lunch with them. Families did not want their female relatives to report on sensitive issues that might affect business or bring unwanted visibility.

After her divorce, everyone blamed her, not just men. "Women blame women," she said. She took a number of roles in mainstream media but eventually left them after colliding with government attempts at interference with content or intelligence-gathering.

She knew there had to be a different way to make an impact. She started ARIJ with help from international funders.

"I did it," she said, "to redeem my life." ARIJ is now 10 years old; has mentored many of the Arab world's leading investigative journalists; has trained more than 1,600 reporters; and has helped produce more than 300 investigative reports. It has supported the use of social media and internet platforms as a way for stories to have greater local and international impact. To keep these efforts moving forward, ARIJ has a succession plan in place for growth and transformation.

The stories ARIJ reporters have uncovered have brought significant change and international

awareness. In Jordan, following an ARIJ-supported report, laws that allowed a rapist to marry his victim are being changed. Medical clinics providing unproven and expensive "treatments" to autistic children have been shut down. Reporting in Yemen has brought scrutiny to the mafia rings that conscript children into begging. Each year, ARIJ's annual award ceremony showcases its members' high-impact reporting and courageous journalism.

Even as those reports are produced, the larger environment for all reporting continues to deteriorate. "There is an ISIS in everyone's brain," said Sabbagh, referring to increased religious extremism in the



RANA SABBAGH

Executive Director

Rana Sabbagh is a reporter, journalist, trainer, columnist and media leader. She is the founder and executive director of ARIJ, an organization established to support investigative journalism throughout a nine-country region. Under her leadership, ARIJ coordinates reporting projects, offers workshops, educates reporters, and fosters networking among journalists and media professionals. It seeks to bring professional standards of reporting and "accountability journalism" throughout its nine country region of Bahrain, Egypt, Iraq, Jordan, Lebanon, Palestine, Syria, Tunisia, and Yemen.

Hundreds of Arab journalists have been trained to produce in-depth reporting supporting government transparency and the rule of law. ARIJ's training also helped prepare them to fight for their rights and negotiate the minefield of state censorship.

Sabbagh is a former Reuters correspondent. She helped start Jordan's independent newspaper, *Al Ghad*. In 1999, she became the chief editor of *The Jordan Times*, a newspaper owned by the government-controlled Jordan Press Foundation (also owner of the Arabic newspaper, Al-Rai). As such, she was the first Arab woman to head a daily newspaper in the Levant. Her tenure there was short-lived, however. Rana was terminated in 2002 after publishing stories about rioting in the southern city of Ma'an and showing support for the reform agenda.

She is a columnist for various news organizations; is the Jordan correspondent for *The Times* of London; is on the board of the Global Investigative Journalism Network; and sits on the jury for the UNESCO international media prize.

region and its effects on daily life.

What kind of women succeed in that journalism environment? Women who will operate both inside and out of traditional media organizations. Women like Sabbagh.

"They have to be special," says Sabbagh, "and they must have the support of their families. They must have confidence and an education."

They also have to have personal fortitude. "You have to be good. You have to work doubly hard as a man; triple if you are a minority; four times as hard if you are from a rural area; and five times as hard if you aren't a religious conservative.

"A woman must be a worker, a fighter; she must have ambition. She must have a mission in life. Nothing comes free."

Resources

1. Skype interview with Rana Sabbagh, January 26, 2016
2. Email Interview with David Kaplan, Executive Director, Global Investigative Journalism Network, January 27, 2016
3. "Sustainability: A Survival Guide for Nonprofit Investigative Groups," Global Investigative Journalism Network, <http://gijn.org/resources/sustainability/>
4. "Global Investigative Journalism: Strategies for Support," Center for International Media Assistance, <http://www.cima.ned.org/publication/global-investigative-journalism-strategies-for-support/>
5. Rana Sabbagh profile, ARIJ website, <http://en.arij.net/team-work/>
6. "Arab Media: Fall in Line or Switch Off!" Rana Sabbagh column, (December 3, 2015), <http://en.arij.net/news/arab-media-fall-in-line-or-switch-off/>
7. "Amman Hosts 8th Annual Forum for Arab Investigative Reporters Dec. 4-6," <http://en.arij.net/news/amman-hosts-8th-annual-forum-for-arab-investigative-reporters-dec-4-6/>
8. "ARIJ: Ten Years of Investigative Journalism in the Arab World," <http://en.arij.net/news/10-years-of-investigative-journalism-in-the-arab-world/>

Making Every Voice Count, Gender Media Policy, Botswana

There is strength in numbers.

Four print media houses and three broadcasters in Botswana came together in 2009 to devise and sign off on the Botswana Media Gender Policy, Making Every Voice Count. It pledged to increase the number of women reporting and producing news, and improve and expand women's presence as news sources and experts.

The effort was distinguished by two critical factors: buy-in from the top of each media organization and a continuing system of accountability. Annual scorecards and media monitoring began in 2012 and continue to inform the program's progress.

What has made it work? Persistence. Old practices, deeply ingrained in both work and community cultures, do not change overnight. The heartbeat of the effort is Beata Kasale Kabango, publisher of The Voice in Gaborone.



Making Every Voice Count, Gender Media Policy, Botswana

Beata Kasale sees two complementary keys to success in news reporting and management for women: strong backing by management and personal advocacy and ambition by women journalists themselves. In her view, the combination is necessary, and unbeatable.

Working with South Africa-based GenderLinks, and with funding from UKAID, Kasale moved the project forward as a consultant/facilitator, bringing together media house executives to craft a policy, and then commit to it in writing, that would mainstream gender diversity in news content and in the makeup of their institutions. The policy set targets: 30% female staffing, including in decision-making roles, by 2015, or 50%, a higher figure endorsed by the Southern African Development Community.

The gender policy cautions against specific, problematic patterns in recruiting, advancing and retaining women in the newsroom and elsewhere in media institutions. The policy also

identifies persistent deficiencies in news coverage: women are infrequently asked to be expert sources or consulted on their views of current events, and when they are, it is usually in connection with matters considered to be in the women's sphere, such as health, parenting, and household management. The policy requires management to devise a plan to remedy each of these.

The gender policy also acknowledges that freelancers and contract workers are frequently women, and that this form of employment deprives them of benefits and security. Signers pledged to reduce this disparity by balancing the gender of their permanent employees.

Seven media houses, *The Voice*, *The Echo*, *Mmegi*, *Sunday Standard*, Yarona FM, Gabz FM and Duma FM, developed and signed this gender policy.

Matching the signed document to results

“IF I WERE TO RELOCATE, IF I WERE TO LEAVE, I WOULD NOT WANT THIS TO DISAPPEAR.”

requires continual checking, networking, and encouragement, Kasale says. “It’s a labor of love. You go away for six months, it changes. You have to be on their backs, make sure women are invited to be interviewed for job openings. Five years ago that thinking just wasn’t there. Now it is. Media houses are conscious now that they have to bring in women.”

Kasale has walked the talk herself at *The Voice*, where the publisher, editor, marketing manager, and operations manager are all female, she says. The general manager is male, as is the head of IT. Men are employed in administration, which in many businesses is typically female-dominated. While below the top level most other managers are men, within *The Voice*’s leadership it is about 70% female, Kasale says.

And then, there is ambition, self-confidence and assertiveness. Kasale believes, strongly, that women have to possess these traits and advocate for themselves.

Kasale urges women to put themselves forward for assignments other than soft features. She is critical of women who prefer “light reporting” and decline more demanding assignments covering politics, government, crime, and economics. She doesn’t accept excuses from women who, in her view, don’t work hard enough, or use family responsibilities as a reason to avoid assignments that require a bigger commitment of time but that also would help their careers. Kasale is not

unsympathetic, but says women should find ways to take advantage of the career opportunities the gender policy affords them.

Recognizing that employee success requires a respectful environment, *Making Every Voice Count* goes into considerable detail on appropriate behavior for staffers, favoritism, what constitutes sexual harassment, and the obligation of the employer to intervene when these situations arise.

Kasale says she’s aware that a change in leadership in a news organization can mean slippage in the emphasis put on mainstreaming gender. “We have achieved at least half of what we set out to do, which is to get women into content, have them in some leadership positions, and see them move into harder beats.”

Kasale feels it’s important to continue workshopping “to keep the spirit going.” She would like to see four or five professional workshops annually to foster professional development and collegiality among news staffers, and keep gender diversity in the conversation.

This continuous, broad-based effort of workshops, media monitoring, and reports by the participating media houses is needed in order to cement the role of gender equality and diversity in news organizations, Kasale says. “If I were to relocate, if I were to leave, I would not want this to disappear.”

Resources

1. Skype interview with Beata Kasale, January 25, 2016
2. "Making Every Voice Count: Botswana Media Gender Policy," http://blog.wan-ifra.org/sites/default/files/field_blog_entry_file/PPCB%20final%20gender%20policy%202022-08_0.pdf
3. "Women Have Many Houses, Including Media Houses," Gender Links article from 2006 <http://www.genderlinks.org.za/article/women-have-many-houses-including-media-houses-2006-09-14>
4. "The Rise and Fall of Female Editors," MediaShift.org <http://mediashift.org/2014/09/the-rise-and-fall-of-women-editors/>



BEATA KASALE

Owner/publisher of *The Voice*,
a leading newspaper in Botswana.

She has worked extensively with organizations such as the International Women's Media Foundation (IWMF), African Comprehensive HIV/AIDS Partnership (ACHAP), Commonwealth Secretariat, Commonwealth Press Union (CPU), Steps for the Future, GenderLinks, Panos Institute, Open Society Initiative (OSI), Open Society Institute of Southern Africa (OSISA) and AMARC. Kasale has been a board advisory member for WAN-IFRA's Women in News.

Kasale has served as the chair of the Botswana Publishers Forum. She is a human rights activist who works with the San of Botswana in lobbying the government to recognize them as an integral part of the society deserving of the benefits the country awards to every other citizen.

She authored a children's book, *The Treasure in the Garden*, published by Heinemann, UK, in 2001. Kasale is a recipient of the 2010 Presidential Certificate of Honor for her contribution to the development of Botswana through media and human rights advocacy.

British Broadcasting Corporation, United Kingdom

The BBC's 50:50 project highlights how one person's commitment to gender balance can spread and bring change to an entire organisation. Started by Ros Atkins, presenter of the BBC's Outside Source, the initiative aims to increase women's visibility across the corporation's programmes and digital output, with an eye towards achieving a 50:50 split between male and female contributors by April next year.

British Broadcasting Corporation, United Kingdom

In late 2016, Ros Atkins quietly started an experiment to improve the gender balance of contributors on his television news programme Outside Source. He and his team started to collect data on who appeared in each broadcast, identified subject areas and stories in which women contributors were underrepresented, and expanded their network of highly-qualified female commentators.

As a result of these efforts, they succeeded in increasing the percentage of female contributors featured in the programme from 39 percent in January 2017 to 51 percent in April of the same year, and have since averaged 52 percent contributions from women. Further, the rankings of Outside Source went up by 25 percent in the last two years. Regardless of the cause of this increase in viewership, making gender balance a priority certainly hasn't harmed the quality or success of the programme.

In fact, Atkins says, "if you asked any of the people who worked on my programme in the last 18 months they would all tell you that the programme is so much better for doing the 50:50 project."

Now, roughly 125 BBC programmes and digital-only services have signed up to the project and are actively trying to improve the representation of women in their content, making the initiative the largest of its kind in the history of the corporation. While hundreds of programmes run on the BBC, Atkins notes that the majority of those focusing on news are now participating in the 50:50 project.

The process behind it is relatively simple: production teams independently collect data on the gender balance of their broadcasts, using a measuring system adapted to the nature of their programme, with figures being shared each month among all those who participate.

"IF YOU ASKED ANY OF THE PEOPLE WHO WORKED ON MY PROGRAMME IN THE LAST 18 MONTHS THEY WOULD ALL TELL YOU THAT THE PROGRAMME IS SO MUCH BETTER FOR DOING THE 50:50 PROJECT."



“[Sharing the data] is a powerful thing,” Atkins says.

“It means that if you’re doing well, it creates a huge sense of pride in production teams. But if you’re not doing well – though we’re not in the business of criticising or shaming anybody – it is uncomfortable for a programme, and the fact that it’s public tends to start a conversation within that production team about how they can improve.”

Given the diversity of the programmes that are now taking part in the 50:50 project, ranging from news to music and politics, Atkins allows for slight changes in the measuring system to adapt it to the nature of each broadcast.

For instance, in a television show where the presenter is controlled by the network, he or she would be excluded from the final count, whereas a production team which can determine who presents the programme may include presenters in their figures.

Similarly, the department for radio music programming in Scotland measures the guests on its broadcasts, as well as whether the artists of the songs that are played are male or female. Digital services, such as BBC Korean or BBC Chinese, track who appears in pictures or who is quoted in a story alongside other digital metrics.

“Before I started, I observed that production teams often felt like the way their diversity was being measured wasn’t fair, and that if they feel like the measurement isn’t fair they are much less likely to respond to it positively. Whereas if you accept the measuring system that you are using, and the number you get back is disappointing, you still trust that number because you were involved in the process of agreeing to the system,” Atkins says.

“The data collection has to be credible enough that the programme teams believe in the numbers. But we’re not doing an academic study of the BBC’s diversity on gender, that’s not the purpose of what

“YOUNG AUDIENCES IN PARTICULAR EXPECT TO SEE PROGRAMMING THAT LOOKS LIKE THE WORLD THEY LIVE IN. AND, OF COURSE, GETTING DIVERSITY RIGHT HELPS YOU TO DO THAT.”

we’re doing. The data is not the end point. Our end goal is to increase the number of women in the content that we make, and the data is the engine that helps drive the change in engagement and the change in motivation to get to that point.”

Atkins says that the number of teams opting into the 50:50 project went “through the roof” after BBC Director General Tony Hall announced in April that the corporation would aim to achieve an equal gender split across its programmes within a year. In the month since the announcement, the number of programmes involved grew from around 80 to 125, with Atkins expecting this to reach 150 by June. But despite the public backing from the upper levels of the BBC, the project isn’t “strongly managed from the top.”

Participation has largely grown organically, driven by an increasing awareness of gender balance and a collective wish to do better. And the project’s continued success very much depends on teams wanting to make a change of their own accord.

“The idea was always that I would offer a system that I felt could help programmes, that I could create a network across the BBC that would feel exciting and would offer motivation and some practical support. But in the end, if a programme is going to do this, it has to take responsibility to do it for itself,” Atkins says.

As the main point of contact for the 50:50

project, Atkins has reduced his involvement in Outside Source until someone has been hired to work full-time on the initiative.

He regularly meets with production teams that want to opt in; addressing potential concerns, answering practical questions, or helping them identify a suitable measuring system as well as the aspects of the broadcasts that could be improved. Currently, he’s also talking to other media organisations about getting them involved in the 50:50 project.

Atkins’ initiative follows a series of measures that have been introduced at the BBC to increase the visibility of women in its programming, including the ‘Expert Women’ scheme, which provides media training and routes into broadcasting for female experts.

Still, the BBC has come under increasing pressure to address its gender pay gap after it was revealed last year that two-thirds of its stars earning more than £150,000 per year were male. The median gender pay gap stands at 9.3 percent against a national average of 18.1 percent, according to an equal pay audit of the majority of the BBC’s workforce released in October 2017. A separate review of on-air pay concluded that there was “no evidence of gender bias in pay decision-making” but revealed that men in some high-profile presenter roles earned as much as 20 percent more than women.

Following the publication of that review, Director General Tony Hall pledged to close the gender pay gap and have women in half of the BBC's on-air roles by 2020. "Those are big, bold commitments I'm really serious about," he says.

Now involving more than 120 programmes across the BBC, the 50:50 project is certainly playing its part in improving gender balance. And, considering the 25 percent surge in ratings Outside Source experienced in the last

two years, it may also be tapping into a demand from viewers.

"I think this is not only just the right thing to do, but it also makes sense for attracting audiences," Atkins says.

"Young audiences in particular expect to see programming that looks like the world they live in. And, of course, getting diversity right helps you to do that."

Resources

1. Phone interview with Ros Atkins, May 8, 2018.
2. "How We're Bringing Gender Equality To BBC Expert Guests" by Ros Atkins, HuffPost, April 2, 2018. https://www.huffingtonpost.co.uk/entry/bbc-women_uk_5ac1f4e5e4boa47437ac46cf
3. "Pay and Equality at the BBC", BBC, January 30, 2018.
<http://www.bbc.co.uk/mediacentre/latestnews/2018/pay-and-equality-at-the-bbc?lang=gd>
4. "BBC publishes Equal Pay Audit and Pay Gap Report", BBC, October 10, 2018.
<http://www.bbc.co.uk/mediacentre/latestnews/2017/equal-pay-audit-pay-gap-report>
5. "BBC pay: Male stars earn more than female talent", BBC, July 19, 2017.
<http://www.bbc.com/news/entertainment-arts-40661179>
6. "BBC's 20% gender pay gap for top stars exposed in new report" by Jonathan Prynne and Robert Dex, Evening Standard, January 30, 2018. <https://www.standard.co.uk/news/uk/bbcs-20-gender-pay-gap-for-top-stars-exposed-in-new-report-a3753126.html>

ROS ATKINS

Creator and Presenter

Ros Atkins is the creator and presenter of Outside Source on BBC World News and, in the UK, on the BBC News Channel. He's been a lead anchor on TV and radio for BBC News for many years covering Brexit, the recent German and Dutch elections, the death of Nelson Mandela and many, many other stories. As the founder of the 50:50 Project, he's at the helm of the largest gender-balancing initiative that's ever happened at the BBC, driving an increase in women contributors across many BBC programmes.





© WAN-IFRA, World Association of Newspapers and News Publishers

May 2018

The contents of this report may be used in whole or part by publishers in the execution of their business. Use of any part of the content or intellectual property herein for the purpose of representation or consulting requires prior written consent of the author.

Any reproduction requires prior consent of WAN-IFRA.