



WIN Leadership Mapping

Global Report

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1. Key Findings



- In 0 of 17 markets did the percentage of women holding top business positions exceed 25%. The highest performer was the Philippines with 22%.
- In 2 of 17 markets, the percentage of women holding top editorial positions was skewed in favour of women. In the Philippines, 78% of Chief Editor positions were held by women, followed by Zambia with women holding 57% of the top editorial positions.
- Data reinforces study results released by Reuters Institute tracking women in top editorial positions in major online and offline news outlets in 12 countries (WIN's research overlapped with Reuters' in a single market). When these results are combined we find that women take up only 26% of top editorial positions in the 28 countries surveyed.
- In 5 of the 17 countries, zero women held the highest business position: Somalia, Rwanda, Kenya, Palestine and Jordan.
- In Somalia, no woman held the top editorial position as of 2022, followed by Egypt, where only 9% of the top editorial positions were filled by women.

2. 2022 Women in News Leadership Mapping

In 2022, WAN-IFRA Women in News analysed data from 192 media companies within the 17 countries in which we operate to document who holds the top editorial and top business position in each company, by gender. Companies were selected based on their size and audience. This is the first of a planned annual benchmarking study to track change.

The results demonstrate that a significant gender gap exists within the highest ranks of power of the media.

By bringing attention to this imbalance, we aim to encourage media to look internally at how they can #breakthebias.



3. Methodology



The research was conducted in the 17 countries and three regions in which WIN operates looking at 192 companies. The companies included WIN media partners in each country.

The two positions included in the research were top business position (e.g. CEO, Chair) and top editorial position (e.g. Editor in Chief or Executive Editor). In other words, the research looks at who is in charge of the business and operations, and who is in charge of the editorial agenda. In some cases, particularly in the Arab Region, the top business position is appointed by the government and may have a more arms length or oversight role. Nevertheless, we have included them as they are ultimately, the top decision maker.

In cases where there is more than one person in a role both people are included in the results.

The focus was on media companies – as opposed to individual outlets – to account for the most senior business position as well as the editorial position. Given the number of state-owned companies included in the sample, a company is not defined by ownership but by management (i.e. each has their own management team and editorial leadership team). A company must be registered with the country's Media Commission, Syndicate, Association or other governing body ensuring they are duly registered to operate. A broad spectrum of media outlets was chosen to reflect the diversity of perspectives in the country and be as representative as possible. Selection based on a one or more of:


- social media reach
- circulation #
- employee #
- across political perspectives
- variety of medium (print, online, broadcast)
- other outlets of interest such as NGO, up and coming

The research was undertaken by a WIN country coordinator who is located in each respective country. Primarily done as desk research using publicly available information and their own local knowledge, the research was validated by receiving confirmation from individuals working at each outlet that the names and positions provided were accurate. WIN is aware of the shifts that might have occurred in some companies and this can be cited as a limitation to the study.

4. Results - Global



Percentage of
Women Business
Lead



Percentage of
Women Editorial
Lead

9%



33%

7%



22%

16%



36%

5. Results - Africa Region



Percentage of Women
Business Lead

8%

0%

10%

0%

0%

10%

10%

20%

12%

Botswana

Kenya

Malawi

Rwanda

Somalia

Tanzania

Uganda

Zambia

Zimbabwe



Percentage of Women
Editorial Lead

17%

33%

42%

20%

0%

56%

30%

57%

18%

6. Results - Arab Region



Percentage of Women
Business Lead

9%

0%

22%

0%

Egypt

Jordan

Lebanon

Palestine



Percentage of Women
Editorial Lead

9%

30%

31%

17%

7. Results - Southeast Asia



Percentage of Women
Business Lead

10%

22%

22%

11%

Indonesia

Myanmar

Philippines

Vietnam



Percentage of Women
Editorial Lead

20%

33%

78%

13%

6. Why is this happening? Commentary on the research



Ultimately, the women, while there are still underrepresented. Steps towards gender equality in positions of leadership remain slow.

Evidence suggests that women receive insufficient development, gender differences between men and women play a role, and anti-woman bias predicates against progression. Many of these factors are created by, or reinforced through, systemic and process aspects of organisations.

Therefore the question is- are organisations considering women in their succession planning? And why does this matter?

Various researches have proven that where women are in top leadership positions, businesses have: improved financial performance; strengthened organisational climates; increased corporate social responsibility and reputation; talent leveraged better; and innovation and collective intelligence are enhanced. The ethical and moral case for equal ratios of women and men in leadership is indisputable – so is the business case.

7. Appendix: Countries and Companies



Country	Company Breakdown
Botswana	Top outlet: 10 Others of interest: 3
Kenya	Top outlet: 9 Others of interest: 2
Malawi	Top outlet: 9 Others of interest: 2
Rwanda	Top outlet: 10 Others of interest: 2
Somalia	Top outlet: 10
Tanzania	Top outlet: 8 Others of interest: 2
Uganda	Top outlet: 10
Zambia	Top outlet: 11 Others of interest: 4
Zimbabwe	Top outlet: 9 Others of interest: 6

Country	Company Breakdown
Egypt	Top outlet: 10 Others of interest: 3
Jordan	Top outlet: 10
Lebanon	Top outlet: 14
Palestine	Top outlet: 10 Others of interest: 1

Country	Company Breakdown
Indonesia	Top outlet: 10
Myanmar	Top outlet: 6 Others of interest: 3
Philippines	Top outlet: 5 Others of interest: 5
Vietnam	Top outlet: 8

8. Appendix: Media Companies included



Category	Region المنطقة	Countryالبلد	Media Company المؤسسة الإعلامية
Top Outlet	Africa	Botswana	Department of Broadcasting (Botswana Television and radio Botswana)
Top Outlet	Africa	Botswana	Daily News
Top Outlet	Africa	Botswana	Dikgang Publishing Trust (Mmegi & The Monitor Newspapers)
Top Outlet	Africa	Botswana	The Voice Newspaper
Top Outlet	Africa	Botswana	CBET (Botswana Guardian & Midweek Sun)
Top Outlet	Africa	Botswana	The WeekendPost
Top Outlet	Africa	Botswana	Sunday Standard
Top Outlet	Africa	Botswana	Botswana Gazette
Top Outlet	Africa	Botswana	Gabz FM
Top Outlet	Africa	Botswana	Duma FM
Others of interest	Africa	Botswana	Yarona Media Holdings Group
Others of interest	Africa	Botswana	The Patriot Online
Others of interest	Africa	Botswana	Ink Journalism

Category	Region المنطقة	Country البلد	Media Company المؤسسة الإعلامية
Top Outlet	Africa	Kenya	Royal Media Services
Top Outlet	Africa	Kenya	Nation Media Group
Top Outlet	Africa	Kenya	The Standard Group
Top Outlet	Africa	Kenya	TV African Holdings LTD (K24, People Daily and vernacular radio stations)
Top Outlet	Africa	Kenya	Kenya Broadcasting Corporation (KBC)
Top Outlet	Africa	Kenya	Radio Africa Group
Top Outlet	Africa	Kenya	Capital FM
Top Outlet	Africa	Kenya	Tuko.co.ke
Top Outlet	Africa	Kenya	Kenyans.co.ke
Others of interest	Africa	Kenya	Sky FM
Others of interest	Africa	Kenya	Ghetto Radio

Category	Region المنطقة	Country البلد	Media Company المؤسسة الإعلامية
Top Outlet	Africa	Malawi	Malawi Broadcasting Corporation
Top Outlet	Africa	Malawi	Zodiak Broadcasting Station
Top Outlet	Africa	Malawi	Times Group
Top Outlet	Africa	Malawi	Nation Publications
Top Outlet	Africa	Malawi	Mibawa TV
Top Outlet	Africa	Malawi	Capital FM
Top Outlet	Africa	Malawi	MIJ FM
Top Outlet	Africa	Malawi	Radio Maria
Top Outlet	Africa	Malawi	Timveni TV and Radio
Others of interest	Africa	Malawi	Rainbow TV
Others of interest	Africa	Malawi	Chanco Community Radio

Category	Region المنطقة	Country البلد	Media Company المؤسسة الإعلامية
Top Outlet	Africa	Rwanda	Kigali today
Top Outlet	Africa	Rwanda	The New Times
Top Outlet	Africa	Rwanda	TV1
Top Outlet	Africa	Rwanda	ISANGO STAR
Top Outlet	Africa	Rwanda	TV10
Top Outlet	Africa	Rwanda	Flash FM & flash TV
Top Outlet	Africa	Rwanda	BTN
Top Outlet	Africa	Rwanda	Igihe
Top Outlet	Africa	Rwanda	RBA(Rwanda broadcasting Agency)
Top Outlet	Africa	Rwanda	Umuryango
Others of interest	Africa	Rwanda	Radio Huguka
Others of interest	Africa	Rwanda	Izuba Radio and TV

Category	Region المنطقة	Country البلد	Media Company المؤسسة الإعلامية
Top Outlet	Africa	Tanzania	Mwananchi Communication Ltd
Top Outlet	Africa	Tanzania	Nipashe (The Guardian Limited Company)
Top Outlet	Africa	Tanzania	Wasafi Radio
Top Outlet	Africa	Tanzania	E FM
Top Outlet	Africa	Tanzania	Clouds Media Group
Top Outlet	Africa	Tanzania	ITV/Radio One
Top Outlet	Africa	Tanzania	Tanzania Broadcasting Cooperation, TBC1
Top Outlet	Africa	Tanzania	Azam Media
Others of interest	Africa	Tanzania	Radio Kwizera
Others of interest	Africa	Tanzania	Sahara Media

Category	Region المنطقة	Country البلد	Media Company المؤسسة الإعلامية
Top Outlet	Africa	Somalia	Radio Daljir/digital
Top Outlet	Africa	Somalia	Dalsan Media Group
Top Outlet	Africa	Somalia	SBC Radio and TV
Top Outlet	Africa	Somalia	Puntland Radio and TV
Top Outlet	Africa	Somalia	Radio Kismayo
Top Outlet	Africa	Somalia	Radio Hiiranweyn
Top Outlet	Africa	Somalia	Risaala Media Corporation
Top Outlet	Africa	Somalia	Universal TV
Top Outlet	Africa	Somalia	Radio Muqdisho
Top Outlet	Africa	Somalia	SomalilandTV/Radio

Category	Region المنطقة	Country البلد	Media Company المؤسسة الإعلامية
Top Outlet	Africa	Uganda	Vision Group
Top Outlet	Africa	Uganda	Daily Monitor
Top Outlet	Africa	Uganda	The Observer
Top Outlet	Africa	Uganda	Central Broadcasting Services (CBS FM)
Top Outlet	Africa	Uganda	Buganda Broadcasting Services (BBS Terefayina)
Top Outlet	Africa	Uganda	Nation Television (NTV)
Top Outlet	Africa	Uganda	Uganda Broadcasting Corporation (UBC)
Top Outlet	Africa	Uganda	Next Broadcasting Services (NBS TV)
Top Outlet	Africa	Uganda	Capital Radio
Top Outlet	Africa	Uganda	Radio One

Category	Region المنطقة	Country البلد	Media Company المؤسسة الإعلامية
Top Outlet	Africa	Zambia	Zambia Daily Mail
Top Outlet	Africa	Zambia	Daily Nation
Top Outlet	Africa	Zambia	Mast Newspaper
Top Outlet	Africa	Zambia	ZNBC
Top Outlet	Africa	Zambia	Diamond TV
Top Outlet	Africa	Zambia	Prime TV
Top Outlet	Africa	Zambia	Muvi TV
Top Outlet	Africa	Zambia	Phoenix FM
Top Outlet	Africa	Zambia	Hot FM
Top Outlet	Africa	Zambia	QFM
Top Outlet	Africa	Zambia	Komboni
Others of interest	Africa	Zambia	Radio Christian Voice
Others of interest	Africa	Zambia	News Diggers
Others of interest	Africa	Zambia	Camnet TV
Others of interest	Africa	Zambia	Mphangwe Community Radio

Category	Region المنطقة	Country البلد	Media Company المؤسسة الإعلامية
Top Outlet	Africa	Zimbabwe	Zimbabwe Broadcasting Corporation (ZBC)
Top Outlet	Africa	Zimbabwe	Zimbabwe Newspaper Group (Zimpapers)
Top Outlet	Africa	Zimbabwe	Alpha Media Holdings (AMH)
Top Outlet	Africa	Zimbabwe	Jester Media Services formerly Associated Newspapers of Zimbabwe (ANZ)
Top Outlet	Africa	Zimbabwe	AB Communications
Top Outlet	Africa	Zimbabwe	NewZiana
Top Outlet	Africa	Zimbabwe	Zimbabwe Heritage Trust
Top Outlet	Africa	Zimbabwe	The Masvingo Mirror
Top Outlet	Africa	Zimbabwe	Magamba Network
Others of interest	Africa	Zimbabwe	Ray of Hope Broadcasting T/A YA FM
Others of interest	Africa	Zimbabwe	Business Connect
Others of interest	Africa	Zimbabwe	The Newshawks
Others of interest	Africa	Zimbabwe	263 Chat E Paper
Others of interest	Africa	Zimbabwe	Bus Stop TV Online
Others of interest	Africa	Zimbabwe	FairTalk

Category	Region المنطقة	Country البلد	Media Company المؤسسة الإعلامية
Top Outlet	Southeast Asia	Indonesia	Tempo Intl Media
Top Outlet	Southeast Asia	Indonesia	Jawa Pos Group
Top Outlet	Southeast Asia	Indonesia	Media Group
Top Outlet	Southeast Asia	Indonesia	Mahaka Media
Top Outlet	Southeast Asia	Indonesia	IDN Times
Top Outlet	Southeast Asia	Indonesia	Pikiran Rakyat Media Network
Top Outlet	Southeast Asia	Indonesia	Kompas Gramedia
Top Outlet	Southeast Asia	Indonesia	Kapan Lagi Youniverse
Top Outlet	Southeast Asia	Indonesia	Trans Media
Top Outlet	Southeast Asia	Indonesia	Arkadia Digital Media

Category	Region المنطقة	Country البلد	Media Company المؤسسة الإعلامية
Top Outlet	Southeast Asia	Myanmar	Black Knight Media Ltd
Top Outlet	Southeast Asia	Myanmar	Irrawaddy Publishing Group (IPG)
Top Outlet	Southeast Asia	Myanmar	Mizzima Media Co.,Ltd
Top Outlet	Southeast Asia	Myanmar	Myanmar Now News Agency
Top Outlet	Southeast Asia	Myanmar	DVB (Democratic Voice of Burma) Media Group
Top Outlet	Southeast Asia	Myanmar	Myitkyina News
Others of interest	Southeast Asia	Myanmar	Karen Information Center
Others of interest	Southeast Asia	Myanmar	Chindwin News Agency

Category	Region المنطقة	Country البلد	Media Company المؤسسة الإعلامية
Top Outlet	Southeast Asia	Myanmar	Black Knight Media Ltd
Top Outlet	Southeast Asia	Myanmar	Irrawaddy Publishing Group (IPG)
Top Outlet	Southeast Asia	Myanmar	Mizzima Media Co.,Ltd
Top Outlet	Southeast Asia	Myanmar	Myanmar Now News Agency
Top Outlet	Southeast Asia	Myanmar	DVB (Democratic Voice of Burma) Media Group
Top Outlet	Southeast Asia	Myanmar	Myitkyina News
Others of interest	Southeast Asia	Myanmar	Karen Information Center
Others of interest	Southeast Asia	Myanmar	Chindwin News Agency
Others of interest	Southeast Asia	Myanmar	Tachileik News Agency

Category	Region المنطقة	Country البلد	Media Company المؤسسة الإعلامية
Top Outlet	Southeast Asia	Philippines	Rappler
Top Outlet	Southeast Asia	Philippines	Philippine Daily Inquirer
Top Outlet	Southeast Asia	Philippines	Philippine Star
Top Outlet	Southeast Asia	Philippines	ABS-CBN
Top Outlet	Southeast Asia	Philippines	GMA
Others of interest	Southeast Asia	Philippines	Manila Bulletin
Others of interest	Southeast Asia	Philippines	TV5 Network
Others of interest	Southeast Asia	Philippines	Manila Standard
Others of interest	Southeast Asia	Philippines	SunStar Cebu
Others of interest	Southeast Asia	Philippines	The Freeman

Category	Region المنطقة	Country البلد	Media Company المؤسسة الإعلامية
Top Outlet	Southeast Asia	Vietnam	Vietnam Television
Top Outlet	Southeast Asia	Vietnam	Vietnam News Agency
Top Outlet	Southeast Asia	Vietnam	Voice of Vietnam
Top Outlet	Southeast Asia	Vietnam	Vnexpress
Top Outlet	Southeast Asia	Vietnam	Zing
Top Outlet	Southeast Asia	Vietnam	Tuoi Tre
Top Outlet	Southeast Asia	Vietnam	Thanh Nien
Top Outlet	Southeast Asia	Vietnam	Dan Tri

Category	Region المنطقة	Country البلد	Media Company المؤسسة الإعلامية
Top Outlet	Arab region	Egypt	EL-Ahram
Top Outlet	Arab region	Egypt	Elwatan news
Top Outlet	Arab region	Egypt	Almasry-alyoum
Top Outlet	Arab region	Egypt	Masrawy
Top Outlet	Arab region	Egypt	youn7
Top Outlet	Arab region	Egypt	Akhbar-alyoum
Top Outlet	Arab region	Egypt	Addstour newspaper
Top Outlet	Arab region	Egypt	Akgomhourya
Top Outlet	Arab region	Egypt	Alshrouk
Top Outlet	Arab region	Egypt	Cairo24
Others of interest	Arab Region	Egypt	10 MOJO
Others of interest	Arab region	Egypt	Mada Masr
Others of interest	Arab region	Egypt	MO4Media Platforms

Category	Region المنطقة	Country البلد	Media Company المؤسسة الإعلامية
Top Outlet	Arab region	Jordan	Jordan T.V
Top Outlet	Arab region	Jordan	Jordan News Agency (Petra)
Top Outlet	Arab region	Jordan	Roya T.V
Top Outlet	Arab region	Jordan	Community media network
Top Outlet	Arab region	Jordan	Ammon News Agency
Top Outlet	Arab region	Jordan	Jordan Press Foundation
Top Outlet	Arab region	Jordan	Addstour newspaper
Top Outlet	Arab region	Jordan	AlMamlaka T.V
Top Outlet	Arab region	Jordan	Jordan United Press.
Top Outlet	Arab region	Jordan	Alarabia

Category	Region المنطقة	Country البلد	Media Company المؤسسة الإعلامية
Top Outlet	Arab Region	Lebanon	Annahar
Top Outlet	Arab Region	Lebanon	Al Joumhouriah
Top Outlet	Arab Region	Lebanon	Al Akhbar
Top Outlet	Arab Region	Lebanon	Nidaa Al Watan
Top Outlet	Arab Region	Lebanon	LBC
Top Outlet	Arab Region	Lebanon	MTV
Top Outlet	Arab Region	Lebanon	Al Jadeed
Top Outlet	Arab Region	Lebanon	National news agency
Top Outlet	Arab Region	Lebanon	Voice of Lebanon
Top Outlet	Arab Region	Lebanon	Sawt El Ghad
Top Outlet	Arab Region	Lebanon	Raseef22
Top Outlet	Arab Region	Lebanon	Daraj
Top Outlet	Arab Region	Lebanon	L'orient le jour
Top Outlet	Arab Region	Lebanon	Al Modon

Category	Region المنطقة	Country البلد	Media Company المؤسسة الإعلامية
Top Outlet	Arab Region	Palestine	Palestine TV
Top Outlet	Arab Region	Palestine	Palestine Radio
Top Outlet	Arab Region	Palestine	WAFA News Agency
Top Outlet	Arab Region	Palestine	Al Hayat Al Jadida Newspaper
Top Outlet	Arab Region	Palestine	Al Ayyam Newspaper
Top Outlet	Arab Region	Palestine	Maan news agency
Top Outlet	Arab Region	Palestine	Watan news agency
Top Outlet	Arab region	Palestine	Alaqa tv
Top Outlet	Arab region	Palestine	Arab 48
Top Outlet	Arab region	Palestine	Al Quds newspaper
Others of interest	Arab Region	Palestine	Dooz local website