DEAR READER

I confess. Nonprofit buzzwords drive me crazy.
Scale, though, is my least favorite.

That’s ironic, I suppose. After 14 years, Global Press has grown and expanded across the world with calculated precision and an adept strategy. In many ways, we are the very definition of “nonprofit scale.” Today, we operate more than 40 independent news bureaus across the world.

But while 2019 was a year of powerful growth, there wasn’t much “scale.” Yes, we opened new bureaus in Puerto Rico and Mongolia. We expanded into six additional states in Mexico. Our budget grew a whopping 72% between 2018 and 2019. But most of that money was spent driving toward stability, not scale. Managers, trainers. Leaders. Better technology. And heavy investment in safety, security, wellness.

At Global Press we pride ourselves on running our business according to our journalistic values — dignity, diversity, transparency, excellence.

These values can often sit at odds with our ability to leverage cross-sector capacity to disrupt silos and maximize impact through scale. (See what I mean?) Translation: Staying true to our core values often conflicts with some in the nonprofit sector who tend to push (and reward) their own definitions of scale.

But 2019 was a turning point. We owned, embraced and advocated for our own definitions of scale and impact.

As an organization, we failed and we achieved. Through it all, our journalists excelled against all odds. They battled tear gas, harassment and internet shutdowns to demonstrate, day-after-day, why the world needs their words. And I’m proud to say that as an organization we grew in purposeful ways to support their work.

Maybe we didn’t “scale,” but we got better, stronger.

The truth is, it would be impossible to offer high-quality, dignified employment to 10,000 journalists. (A number we are often asked to aim for.) An expansion strategy that called for growth into 100+ countries (a number we are often asked to aim for) in a short period of time would threaten safety, diversity and excellence.

So, in the spirit of transparency, I’m pleased to tell you that after 14 years Global Press knows exactly who she is. Our values and priorities have never been more clearly articulated than they are in our new strategic plan (2020-2022). It’s a visionary plan that articulates how and why we plan to grow in four key directions.

Join us in celebrating a year of fearless storytelling. And a year of fearless organization building.

Cristi Hegranes, Publisher & Chief Executive Officer
2019 IN REVIEW

In 2019, Global Press grew by leaps and bounds. We hosted more trainings and published more stories than ever before. We launched a coffee table book and a photo gallery exhibition too. Our reporter population grew by 23% and our readership grew by more than 50% in key areas, including the United States, Zimbabwe and Mexico.

JANUARY
Global Press Institute debuted an all-new training curriculum focused on news value, data and critical thinking and hosted a Duty of Care training in Jaffna, Sri Lanka.

APRIL

FEBRUARY

MAY
Global Press hosted Dignity and Precision, a three-day photo gallery exhibition that drew more than 400 people. Global Press was named one of 2019’s Best Workplaces by Inc. Magazine.

JUNE

JULY
Global Press Institute hosted a train-the-trainer workshop to build training capacity in Asia. Global Press launched a new financial transparency initiative to serve its global stakeholders.

AUGUST
Global Press News Services expanded its product and service offerings. Global Press Institute launched in Mongolia after a robust nationwide recruitment effort.

SEPTEMBER
CEO Cristi Hegranes addressed crowds at the Women Funded conference and presented our Duty of Care program at the Global Investigative Journalism conference in Hamburg, Germany.

OCTOBER
Global Press received the two-year GLG Social Impact Fellowship. Global Press Institute launched bureaus in six additional states in Mexico.

NOVEMBER

DECEMBER
Global Press published “Connected”, a photojournalism coffee table book. Global Press was named the 2020 Chester M. Pierce Human Rights Award recipient for its Duty of Care program.
In 2019, Global Press Institute launched new independent news bureaus after quantitatively scoring dozens of potential media markets around the world to determine where Global Press could add the most value. Launching an independent news bureau means diversifying homogeneous and disaster-driven reporting, transforming global narratives, building local capacity and breaking down barriers for women of all backgrounds to become professional journalists.

Avigail Silva Panchito takes photos during a photojournalism training in Mexico in November 2019.

Christian Escobar Mora, Global Press Institute

Photojournalism Trainer


Lucila Pellettieri, Global Press Institute

Training takes on new dimensions

For the third time in our history, Global Press Institute redesigned The Principles & The Practice, our award-winning training program. With greater emphasis on photojournalism, narrative writing, data analysis and robust verification techniques, the new curriculum is a high-powered blend of classroom training, field work, coaching and mentorship.

THE LINE

“The Line” is a values-driven teaching tool that prioritizes critical thinking, ethics and news analysis to bring new reporters into the Global Press ethos. The new curriculum uses sophisticated andragogy techniques to create high-impact adult learning opportunities that are experiential, self-directed and values aligned.

INTERMEDIATE & ADVANCED TRAININGS

In addition to debuting a redesigned beginner curriculum, Global Press Institute also offered more intermediate and advanced training opportunities than ever before, from topic-specific trainings to data courses and news value refreshers.

REPORTERS TRAINED IN 2019

<table>
<thead>
<tr>
<th></th>
<th>87%</th>
<th>96%</th>
<th>42%</th>
<th>27%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duty of Care Training</td>
<td>Duty of Care Training</td>
<td>News Value Courses</td>
<td>Intermediate Skills Courses</td>
<td>Specialty Reporting Courses</td>
</tr>
</tbody>
</table>

Laxmi Parthasarathy, Chief Operating Officer
In 2019, the global expansion team grew in both size and sophistication. Led by COO Laxmi Parthasarathy, the team debuted a new country analysis, quantitative scoring system and robust candidate selection process. The result was three exceptional country launches that garnered thousands of applications and brought 20 new reporters into the Global Press fold.

**PUERTO RICO**

Global Press Institute kick-started 2019 with the launch of a new independent news bureau in Puerto Rico. We focused on recruiting women from across the island, not just in San Juan, the capital. We received 488 applications from 68 of the 78 municipalities in Puerto Rico, with only 27% of applications coming from San Juan.

In addition to geographic diversity, we also saw racial, linguistic and generational diversity, with applicants ranging in age from 22 to 60. The training launched in March and 100% of trainees passed the baseline skills assessment at the end of the 16-week training period. Coverage of Puerto Rico is live on Global Press Journal.

**MONGOLIA**

After two years of planning, Global Press Institute begin recruitment in Mongolia in 2019. With a time crunch to recruit and launch before frigid temperatures and stifling winter pollution set in, we managed to receive a diverse pool of 685 applicants from 19 of the 21 provinces, or aimags, in Mongolia. A majority of applicants, 76%, were from Ulaanbaatar, which reflects the rapid migration trend to the capital city, where 47% of the population lives. The seven selected trainees were from 6 of the country's 21 aimags. The group represents diversity of both age and experience, with trainees aged 19 to 65, including one hearing-impaired reporter and an epidemiologist. All seven trainees passed the baseline skills assessment. Coverage of Mongolia will begin appearing on Global Press Journal in early 2020.

**MEXICO**

Global Press has operated independent news bureaus in Chiapas since 2006 and Mexico City since 2012. Amid a growing audience appetite for stories from Mexico, we launched a nationwide recruitment in September, which brought in over 1,000 applications from all 31 states in Mexico and the Federal District. Applicants ranged in age from 17 to 70 years-old. In October, we welcomed a group of 8 trainees from 6 additional states to begin their 16-week training. The group includes trainees from indigenous communities and diverse former careers, including an environmental engineer and a mathematics tutor.

From Mongolia to Mexico, Global Press Institute hosted more trainings in 2019 than in any previous year.

**Global Expansion in 2020**

2020 promises to be an even bolder year for the global expansion team, with efforts already underway to expand our existing news-gathering operations in Nepal, followed by new country launches in Sierra Leone and Colombia. By the end of 2020, we’ll be pursuing long-awaited bureau launches in the Arabic-speaking world. Likely expansion countries include the Maldives and Tunisia.
In 2019, Global Press Journal, the award-winning, multi-lingual publication of Global Press, produced exceptional stories from more places than ever before. What’s more, our reporters overcame extraordinary odds – like internet shutdowns, loadshedding, harassment and local violence – to bring millions of readers bold stories from their communities. One of the highlights of the year was publishing “I Will Not Leave This Place” by Merveille Kavira Luneghe. This first-person narrative gave readers an in-depth look at life in North Kivu, DRC. Merveille’s words combined with her stunning photography and drone footage created an entirely new user experience for readers of Global Press Journal. Visit bit.ly/37HCmQ2 to see for yourself.

Katie Myrick, Creative Director

2019 Story Highlights

Reproductive Health Investigations

In April, Global Press Journal reporters across the world joined forces to investigate the long-term impact of the U.S. Global Gag Order on women in their communities. It was the most-read series of 2019.
Read the series: bit.ly/2sY6at3

Internet Shutdown in Indian-administered Kashmir

On August 5, the Indian government revoked Jammu and Kashmir’s semi-autonomous status. A months-long internet shutdown followed. Amid extraordinary censorship, our reporters went to great lengths to get stories out.
Read the stories: bit.ly/2TbH7gC

Karamoja

Uganda’s Karamoja region is often portrayed as a rural frontier where life revolves around cattle, poverty and firearms. In 2019, the Global Press Journal Uganda team produced a powerful series about life in this misunderstood place.
Read the series: bit.ly/2QXA1tz

Zimbabwe’s Chaotic Economy

In 2019, the Global Press Journal team in Zimbabwe produced a body of exceptional stories that explained complex currencies and emphasized the human impact of the country’s flailing economy.
Read the stories: bit.ly/2Rb0tQL
Transforming Local Journalist Security

Duty of Care is Global Press’ holistic safety and security program designed to meet the specific needs of our local journalists who live in the communities that they cover. For our journalists, emergency extraction is never an option. Duty of Care requires a robust and inclusive security methodology that prioritizes the interconnectedness of physical, emotional, digital and legal security. Duty of Care requires an organization-wide commitment to safety. Here, every job description includes elements of Duty of Care so that a focus on reporter wellbeing is wrapped into everyone’s day-to-day work. Duty of Care is present in cross-cultural communication workshops to ensure team members can clearly and comfortably convey security needs. It is alive in fundraising and governance too. Finally, Duty of Care includes crisis response planning, tailored to each and every unique location.

How does Duty of Care work?

The Global Press leadership team, and a network of trusted advisors and funders, created our industry-leading Duty of Care program to fill a gaping need in our industry. Moreover, Duty of Care was designed so that Global Press could fulfill its mission and mandate without violating the human dignity of the exceptional reporters who deliver world-changing stories to an audience of millions every day. As a values-driven organization, we determined it would be impossible to continue our work if safety was merely a talking point. Here, Duty of Care is central to our ethos and our operations.

Duty of Care is a global, holistic, and multi-faceted program that includes various components:

- **Training**: 20% of reporters who encountered risks and threats in their work also had at least one coaching session with a counselor in 2019.
- **Day-to-Day Systems**: 75% of reporters were equipped with the necessary tools and resources to handle security risks.
- **Crisis Response**: 5% of reporters faced immediate threats or emergencies.

After a robust two-year analysis of local journalist security across the world, it became clear that there is a lack of security parity between local journalists and foreign correspondents. Beyond that, our research revealed that security provisions for all journalists are extremely limited and rarely encompass a holistic Duty of Care. In 2019, Global Press journal reporters encountered a variety of risks and threats in the course of their work:

- Denial of interview by a government official: 74%
- Insecure public or local transportation: 51%
- Fear or anxiety during an interview: 42%
- Verbal or sexual harassment from a source or potential source: 34%
- Difficulty obtaining a state-issued press pass: 31%
- Sleeplessness/nightmares after an interview/field work: 7%
- Physical Injury: 6%
- Depression related to secondary trauma or reporting experiences: 6%
- Legal threats from sources or government officials: 3%

Global Press operates a wellness counselor network that offers unlimited work and trauma related coaching to reporters in their local languages.

46% of reporters who had at least one coaching session with a counselor in 2019.
A Deepening Definition of Diversity

Diversity has been a Global Press core value since inception. While we are most known for our commitment to gender diversity — 100% of our reporters are female — we seek out diverse reporter populations in each coverage country. Global Press reporters represent diverse races, classes, educational backgrounds, religions, political beliefs and more.

**REPORTER DIVERSITY**

<table>
<thead>
<tr>
<th>Region</th>
<th>Age</th>
<th>Race</th>
<th>Religion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>24% 18-29</td>
<td>32% Asian</td>
<td>12% Muslim</td>
</tr>
<tr>
<td>Asia</td>
<td>46% 30-39</td>
<td>47% Black</td>
<td>3% Traditional</td>
</tr>
<tr>
<td>Caribbean</td>
<td>23% 40-49</td>
<td>20% Hispanic</td>
<td>24% Catholic</td>
</tr>
<tr>
<td>Americas</td>
<td>7% 50+</td>
<td>1% White</td>
<td>9% Hindu</td>
</tr>
</tbody>
</table>

5% of Global Press Journal reporters identify as members of the LGBT community
9% of Global Press Journal reporters identify as having a physical disability

**STORY DIVERSITY**

Global Press Journal published 440 pieces in 2019, which demonstrated our commitment to comprehensive narratives across our six long-term storytelling priorities.

**SOURCE DIVERSITY**

Global Press Journal reporters seek out diverse sources to ensure balanced, ethical stories.

- **Gender**
  - 58% Female sources
  - 39% Male sources
  - 3% Trans/NonBinary sources

- **Interview Method**
  - 95% In person
  - 4% Phone
  - 1% Other

- **On/Off Record**
  - 98% On the record
  - 2% Off the record

Ratna Mata Baimrakia rests in the bedroom of her temporary shelter in Jenla, Nepal. Shilu Manandhar, GPI Nepal
GLOBAL PRESS
NEWS SERVICES

As Global Press works to build sustainability, we are continuing to experiment with new and innovative earned revenue opportunities. In 2019, Global Press News Services, our partnerships and syndication division, launched an event series and expanded syndication offerings for our journalism and education partners. We also launched our first ever product, a photojournalism coffee table book. 2020 will see the creation of additional product and service offerings.

In May, Global Press hosted a three-day event series and photo gallery exhibition in Washington D.C. The event, designed to reinforce dignity and precision, featured powerful photography from our reporters around the world with excerpts from the Global Press Style Guide. The event featured three revenue streams and drew more than 400 attendees.

A recent survey of 370 news organizations found that none mention translation as a key component in ensuring that news is accurate and fair. At Global Press, translation is a critical component of our work, as our team navigates 13 languages every day. In 2019 we debuted a translation ethics guide designed to elevate translation practices across the journalism industry.

In December, Global Press published its first book. Connected, a stunning coffee table book, features the award-winning photography of Global Press Journal reporters. Each layout features people from different countries, engaged in similar activities or events. The book is a powerful reminder that people are more alike than they are different.

To read the latest entries, visit globalpressjournal.com/styleguide.

New Product, Service and Event Offerings

DIGNITY & PRECISION
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GLOBAL PRESS STYLE GUIDE
First released in 2018, The Global Press Style Guide grew in 2019. We added more than two dozen important new entries — like modern slavery and racist — and eleven news organizations adopted specific entries or the full guide into their daily practice. To read the latest entries, visit globalpressjournal.com/styleguide.

Purchase your copy of Connected at globalpressphotos.com. Use the code ANNUALREPORT for 20% off your order.

Dignity & Precision drew more than 400 people during its three events in Washington, D.C. Austin Bachand, Global Press Journal Visuals Editor
Students from the 23th General Education School in Ulaanbaatar, Mongolia, demonstrate selfdefense techniques.

Myagmarsuren Battur, GPJ Mongolia

Participants compete in a hand ankle bone shooting competition in Tsetserleg, Mongolia.

Odonchimeg Batsukh, GPJ Mongolia

AWARDS & IMPACT

We were honored to receive a wide range of accolades from across industries in 2019. From our strong workplace standards and our industry-leading Duty of Care program to a prestigious fellowship that will transform our future, it was an exciting year at Global Press.

BEST WORKPLACES OF 2019
In May, Global Press was named to Inc. Magazine’s list of best workplaces in 2019. We were recognized for our strong employee benefits packages, commitment to professional development and inclusive, collaborative workplace culture.

WOMEN-RUN BUSINESS OF THE YEAR
In November, Global Press was named the Women Run Business of the Year at the Stevie Awards, given by American Business Awards in New York City.

GLG SOCIAL IMPACT FELLOWSHIP
In October, Global Press received the coveted GLG Social Impact Fellowship. This two-year opportunity offers millions of dollars in in-kind expert services that will help the organization grow in new and strategic ways.

CHESTER M. PIERCE HUMAN RIGHTS AWARD
In December, Global Press was honored to win the Chester M. Pierce Human Rights Award from the American Psychological Association in recognition of our work to transform local journalist security with our Duty of Care program.

In 2019, readership grew significantly through both direct and syndicated channels.

Global Press measures how readers use and engage with our stories.

61% of stories received letters to the editor, comments or direct feedback

12% of stories were used locally by policymakers or activists to support social or legal action

28% of stories were cited in local media, government reports or INGO/NGO publications
Auditing Past Performance

In late 2019, Global Press conducted a thorough audit to measure its performance toward strategic plan 2017-2019. Here’s how we did:

90% of the initiatives laid out by Global Press in the strategic plan were successfully completed between 2017 and 2019.

8% of planned initiatives were launched, partially completed, or are in progress.

2% of the planned initiatives were substantially altered, abandoned or unsuccessfully attempted.

In 2016, when the previous strategic plan was written, Global Press had an annual operating budget of $1.1M. As of December 2019, Global Press had an annual operating budget of more than $3.8M, more than tripling its budget during the strategic plan period.
BUILDING A STRONG, SUSTAINABLE FUTURE

In 2019, Global Press was supported by philanthropic sources, new partners and earned revenue streams. The organization expanded its transparency operations making newly designed financial reports available to staff, readers and stakeholders. At Global Press, we believe that exceptional journalism thrives in transparent environments.

PATH TO SUSTAINABILITY

In 2019, Global Press garnered new, major philanthropic support, created an event-based revenue model, debuted retail products, revamped its syndication model, increased major gifts from individuals and grew its low-dollar donor base.

Where did the money come from?

- Anne & Greg Avis
- Caridad Partners
- Channel Foundation
- Cloud Mountain Foundation
- Dietel Partners
- Earned Revenue Streams
- Emerson Collective
- Emily Kaiser & Gene Bulmash
- Donor Advised Fund
- First Dollar Foundation
- Fondation CHANEL
- Ford Foundation
- George Kaiser Family Foundation
- Global Press Board of Directors
- Google.org
- Gruber Family Foundation
- Hewlett Foundation
- Humanity United
- Irina Simmons
- Joan Platt
- Linda Shostak & Charlie Hayes
- Luminare
- MacArthur Foundation
- Manaaki Foundation
- Michelle Swenson & Stan Drobac
- Mize Family Foundation
- Open Road Alliance
- Open Square Foundation
- Seattle Foundation
- Silicon Valley Community Foundation
- Simone Oitus Cox
- Skoll Fund
- Somos Una Voz
- Sony
- Stewart R. Mott Foundation
- Susie Tompkins Buell Foundation
- TECOVAS Foundation
- U.S. Charitable Gift Trust
- United Way - Francis P. Chapman Fund
- Wellspring Philanthropic Fund
- Yellow Chair Foundation

Where did the money go?

- HQ and Global Operations: 34%
- Africa: 24%
- Americas/Carribean: 20%
- Asia: 12%
- Global Duty of Care: 10%
ON THE COVER
Global Press reporters, trainers and trainees around the world.

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