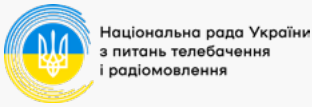


Media That Make a Change:

Best Equality and Diversity Practices
in Ukrainian Newsrooms





women in media.



This publication has been prepared by the **National Council of Ukraine on Television and Radio Broadcasting**, in partnership with **Women in Media NGO**, supported by **International Media Support (IMS)**

About this English version

The original publication was prepared in Ukrainian and is considerably more extensive. Due to limited resources, we provide an English translation of the section Best Practices in Newsroom Organization only.

We selected this part as it offers practical insights into editorial processes, management approaches, and institutional changes that can be applied across different media contexts.

The full version remains available in Ukrainian.

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This English edition focuses on newsroom organization practices.

The Ukrainian version additionally includes content-related case studies.

Best Practices In Newsroom Organization

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Why This Publication Is Relevant for Media Managers

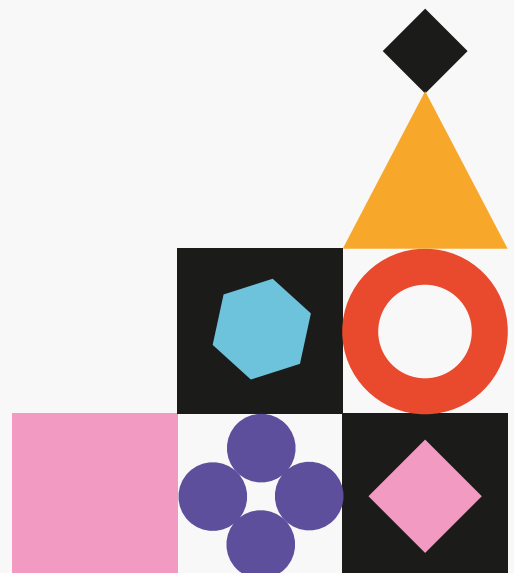


Ukrainian media operate under conditions of war, constant pressure, personnel shortages, and limited resources. In this context, issues of equality, diversity, and inclusion are often perceived as secondary or as requiring separate budgets and complex policies.

THIS PUBLICATION PROVES OTHERWISE:

gender equality and diversity are primarily managerial decisions that directly affect the resilience of newsrooms, the quality of content, and audience trust.

We have collected the best practices of Ukrainian media of various scales, from national to local, which are already implementing changes in their content and in the internal organization of their work. This is not about perfect models but about **real solutions that work in Ukrainian conditions** and can be adapted by other newsrooms.



Key Findings of the Publication

01

EQUALITY AND DIVERSITY ARE NOT AN ADDITIONAL WORKLOAD; THEY ARE A RISK MANAGEMENT TOOL.

Clear rules, transparent procedures, and a safe work environment help newsrooms retain teams, reduce burnout, and preserve institutional memory.

04

GENDER-SENSITIVE AND INCLUSIVE CONTENT STRENGTHENS AUDIENCE TRUST.

When media responsibly represent various groups, this makes them closer to people's real lives and reduces the risk of hate speech and discrimination.

02

MOST EFFECTIVE PRACTICES DO NOT REQUIRE SIGNIFICANT FINANCIAL RESOURCES.

This is about changing approaches: to language, representation, distribution of roles, internal communications, and responding to conflict.

05

INTERNAL POLICIES AND CONTENT ARE INEXTRICABLY LINKED.

Newsrooms that implement equality within the team find it easier to work with complex topics in their stories and respond to other challenges more quickly, including online violence and pressure.

03

LOCAL NEWSROOMS OFTEN DEMONSTRATE A HIGH DEGREE OF FLEXIBILITY AND INNOVATION.

With no large budgets available, they implement solutions that quickly deliver and have a direct impact on communities.

Why Was This Publication Created Now?



In crisis, newsrooms rely on people. Clear rules, fair procedures, and a safe work environment help them survive and even grow.

War, transformation of the media, and personnel losses have been forcing Ukrainian newsrooms to work under constant pressure and resource shortages. In such circumstances, the issues of equality, diversity, and inclusion are often put on the back burner and perceived as secondary. However, it is often a crisis that most clearly shows: without clear rules, fair procedures, and a safe work environment newsrooms lose people, trust, and their own resilience. These practices have been collected to show otherwise.

Often, this is without any allocated budget or dedicated units, but with a clear understanding of responsibility, processes, and consequences. This set of practices can be read selectively, used as a checklist, or used as a source of ideas to implement change in your newsroom.

It includes practices of Ukrainian media that implement equality policies, support women's leadership, respond to discrimination and online violence, provide conditions to combine work and caregiving, and work with various groups of employees and audiences. We deliberately focused not on theory but on the way these solutions look in practice and which ones can be replicated and scaled by other newsrooms.

The publication is meant for editors, media managers, HR specialists, and journalists, as well as media donors and partners. Its goal is not to offer an "ideal model" but to show realistic examples and tools that can be adapted to various conditions in which Ukrainian newsrooms work.

**GENDER EQUALITY AND DIVERSITY
IN UKRAINIAN MEDIA ARE NOT
ABSTRACT VALUES OR FORMAL
DEMANDS FROM DONORS.
THEY ARE SPECIFIC MANAGERIAL
DECISIONS THAT ALREADY WORK
IN NEWSROOMS OF VARIOUS SCALES,
FROM NATIONAL TO LOCAL.**

How the Publication Was Prepared



The National Council of Ukraine on Television and Radio Broadcasting, in partnership with the NGO "Women in Media" and with the support of International Media Support (IMS), announced the collection of best gender equality and diversity practices in Ukrainian newsrooms as part of the project "United for Equality in the Media: Promoting Gender Equality through Cooperation between Public Organizations, Media and Government Bodies." The purpose of the initiative was to identify and highlight the newsrooms that are already implementing positive change.



Head of the National Council **Olha Herasymiuk** said,



"The role of the National Council is to monitor compliance in the media sector, to create a safe and resilient information environment, to facilitate the development of newsrooms, and to encourage innovative practices. Our task is to notice change as it happens and publicly support the media who intentionally grow and implement progressive approaches. We see that every newsroom, regardless of the scale, format, or resources available, is already taking crucial steps to affirm gender equality, even if they are not always noticeable from outside."

Member of the National Council **Maksym Onopriienko** believes that the media form the concept of the norm, which is why it is so important to not only speak of values but also show how they work in practice.



"This collection is about actions. About newsrooms that implement equality policies and combat discrimination. Notably, the publication includes experiences and tools that can be adapted to the realities of different newsrooms. These are the practices that drive the media field forward."

Gender equality is one of the strategic priorities of the IMS. **Roman Kifliuk**, IMS Ukraine National Advisor:



"We are confident that media cannot be professional if the media content contains stereotypes of degrading materials and equal representation of women and men is not ensured in the production process. Our vision is that every person – regardless of gender, sexual orientation, ethnicity, religion, disability, or socioeconomic status – should be able to fully exercise their right to freedom of expression and participate in public dialogue. That is why IMS consistently encourages its partners to integrate diversity, equality, and inclusion (DEI) principles in project development and implementation."

Liza Kuzmenko, head of Women in Media NGO, emphasizes,



"More and more newsrooms are implementing changes that enhance team diversity and make the content gender-sensitive. We strive to show off these examples so that every newsroom can be inspired by their colleagues' experience and receive practical tools for further work."

As part of the initiative, newsrooms were invited to share specific examples of their work over 2024–2025, both in content and in the management of internal workflow. It was not only about materials with major public resonance but also about internal decisions: policies implemented, changes in recruiting approaches, team management, language, safety, and inclusion. These could include both systemic transformations and small but important steps, from internal workshops and reviewing vacancies to introducing the use of feminine forms of nouns or knowledge sharing within the newsroom. To participate in the collection of practices, newsrooms only had to fill out an online application form.

The publication does not claim to provide an exhaustive representation of all Ukrainian media or all possible approaches to equality and diversity. It included the newsrooms that responded to the open call and were ready to share their experience publicly.



THE ENTIRE PROCESS RESULTED IN A COLLECTION OF BEST PRACTICES, THE FIRST SYSTEMATIC DOCUMENT RECORDING REAL, VERIFIED SOLUTIONS OF THE UKRAINIAN MEDIA IN THE AREA OF DIVERSITY AND INCLUSION.

IT IS DESIGNED AS A PRACTICAL TOOL: NOT TO DEMONSTRATE THE PERFECT SOLUTIONS BUT TO SHOWCASE EVERYDAY WORK.

How to Read This Publication



The collection of practices can serve as a practical guideline for newsrooms that are only starting to work with equality policies and be used as reasoning for donors and partners to support such transformations.

If you are...	In this collection, you will find
An editor	Management decisions, editorial policies, cases of implementing equality and inclusion in the organization of editorial work;
An HR specialist / manager	Equal opportunity practices, internal support procedures, tips for fostering an inclusive culture;
A journalist	Examples of gender-sensitive and inclusive content, approaches to responsible representation and working with complex topics;
A donor / partner	Real-world examples of transformations in newsrooms of various scales, reasoning to support equality and diversity programs;

The following sections of this publication are dedicated to specific cases of Ukrainian newsrooms. They demonstrate how principles of equality and diversity work in practice: in content, in staffing decisions, in editorial policies, and in audience engagement. We intentionally focus on examples that can be replicated or scaled in other newsrooms.

!! NB

The information presented herein is based on the data provided by newsrooms as part of an open call for best practices through voluntary application. The project team did not conduct a detailed audit of all described practices in each newsroom. At the same time, the submitted cases went through careful selection and editorial processing, focusing on the specificity of decisions, their practical implementation, and potential for adaptation by other newsrooms.

Best practices for organizing editorial work



Case 1.

Suspilne (Public Broadcasting): Implementing a Systemic Approach to Diversity, Equality, and Inclusion



MEDIA

Suspilne (Ukrainian Public Broadcasting Company), multimedia platform

AUDIENCE REACH

National public media outlet

WHAT EXACTLY WAS IMPLEMENTED: DEI INTERNAL POLICIES AND PRACTICES

In August 2025, the Supervisory Board and the Board of Suspilne approved the **Concept for an Inclusive Approach in Content Production and Team Work**, the first systemic document defining the vision, principles, and steps to implement diversity, equality, and inclusion (DEI) at all the levels of company activity.

The concept encompasses both the institutional level (equal opportunities, internal processes, team culture) and the content level (representation, sensitivity, inclusion of various voices in materials by Suspilne). This is the first document of its kind among Ukrainian media, which also garnered interest among some European media (in Finland, Sweden, Slovenia, etc.) to develop similar ones in their countries.

WHEN AND WHY IT WAS DECIDED TO IMPLEMENT IT

The team began working on the Concept in September 2024, understanding that real inclusion must manifest itself in everyday practices and become systematic work. The document was based on the need to ensure that Suspilne encompasses the full diversity of Ukrainian society and remains a media outlet where everyone can see a reflection of themselves.

Suspilne engaged internal company specialists and external experts, both Ukrainian and international, who co-authored various thematic parts of the document, including international experts from the European Broadcasting Union, of which Suspilne is a member, and representatives of communities about which we create content (this is crucial). It became a space for dialogue, in which different points of view were transformed into a shared vision.

Ukrainian experts developed executive summaries in six thematic parts of the Concept and held thematic workshops for our team. Afterward, the team of the Department for Diversity, Inclusion, and Equal Opportunities (which was established in April 2024: another example of growth and understanding of the importance of this topic in the Public Broadcasting system) drafted the document, ran it by the experts and communities and developed the final text.

This text became a foundation for the topics of inclusion, diversity, and equality, which often remain on the sidelines. Within its teams, the broadcasting company developed presentations, information cards, and other activities explaining the provisions of this document. The communication tools include an internal chat and an information dashboard (including regional subsidiaries of the company) collecting questions and feedback about a particular topic.

HOW THIS AFFECTED THE NEWSROOM

The concept united different teams around joint values and laid the groundwork for systemic changes: **Suspilne is adjusting editorial policies and HR processes.** The company has acquired more internal understanding of equality-related topics, started a series of workshops on gender sensitivity, inclusive language, barrier-free setup, age diversity, and the topic of veterans. Changes in the content have also been noticeable: stories by Suspilne have been featuring a diverse range of people increasingly often.

The process of development and approval of the Concept Implementation Plan is currently ongoing (scheduled for December 2025), and it will involve a significant part of Suspilne teams, since it will include the implementation of sign language in cultural projects and audio description for documentary projects. It is also planned to continue ensuring a 50:50 gender balance in all the content on Suspilne and to set up the publication of news in an accessible language in an Easy News format.

GENDER AUDIT

In 2025, **Suspilne became the first and only large media company in Ukraine to have an independent gender audit conducted.** A gender audit is a systematic assessment of policies, management processes, HR practices, and corporate culture through the lens of equality, inclusion, and non-discrimination.

The **independent audit** was carried out by Women in Media NGO with International Media Support (IMS). The research was conducted over May–August 2025 as part of the project “United for Equality in the Media: Promoting Gender Equality through Cooperation of Civil Society Organizations, the Media, and the Authorities.”



“We decided to take this step to objectively assess the state of equality within the company, identify barriers, and create a roadmap for further adjustments. It was important for us to not only declare the principles of inclusion but also to confirm them with specific actions,”

shares **Anastasiia Hudyma.**

The audit was an important step in building trust and openness within the team. 521 employees participated in the survey.

86% INDICATED THAT GENDER EQUALITY IS IMPORTANT TO THEM, AND 85% SAID THAT GENDER DOES NOT AFFECT CAREER OPPORTUNITIES.

The process of discussing the results brought together different departments, provided an opportunity to hear the voices from the regions, and initiated a culture of internal reflection.

The audit results laid the foundation for the implementation of the **Action Plan for Integration of Gender Equality Principles**, development of online trainings, and regular monitoring. The action plan is not public but rather implemented by an internal working group; it is carried out both on a strategic level (such as workshops) and at the level of everyday practices (including purchasing period hygiene products for bathrooms).

FURTHER NEWSROOM PLANS

Anastasiia Hudyma, Director of the DEI Department at Suspilne, says that the **company is currently working on improving content accessibility for people with low hearing and vision, particularly by introducing sign language interpreting and audio descriptions**. According to Ms. Hudyma, this requires significant financial resources, since it requires not only equipment but also engaging SL interpreters, narrators, studio adaptation specialists, and actors.

Simultaneously, Suspilne conducts internal workshops for employees explaining the importance of creating such content even when the audience requiring it is rather small.

She also points out the **complexity of the systematic introduction of nouns in feminine forms in internal documentation**, which is connected with the organization's size, established administrative formats, and the need for coordination with the existing regulatory framework.

According to her, an additional challenge is the **low engagement of employees in training programs**. Suspilne therefore sees the need to develop a new internal learning model, which would combine online modules, practical cases, and mentor support, as well as engage external experts on various subjects, from gender equality to accessibility and ethics.

In addition, Ms. Hudyma notes that Suspilne strives to implement parenthood support policies but encounters **restrictions due to government funding**, which prevents the company from introducing additional social benefits or support packages.

Case 2.

StarLightMedia: Systematic Monitoring of Gender Balance on the News



MEDIA

StarLightMedia, multimedia group

AUDIENCE REACH

National media outlet

WHAT HAS BEEN DONE

StarLightMedia has become the first Ukrainian media company to sign the **Women's Empowerment Principles** in October 2019. Ever since, the company annually implements policies aimed at achieving gender equality both as an employer and a media content producer.

Within StarLightMedia, all departments and creative teams working on content declare a commitment to a 50:50 balance in representation. Special attention is paid to this issue in news shows.

HOW IT WAS IMPLEMENTED

The issue of gender representation is regularly raised during the weekly meetings of StarLightMedia CEO Oleksandr Bohutskyi with the news editorial team, which is also composed maintaining a 50:50 balance.

These discussions resulted in the introduction of the company's own internal audit: **monthly monitoring of the number of women and men on the screen**. Over the past two years, StarLightMedia news products (Fakty ICTV and Vikna Novyny) have been systematically working on gender balance, recording the figures and analyzing the dynamics.

The company publicly reports the results of this monitoring to civil society, acknowledging both the achievements and the limitations it faces in the process.

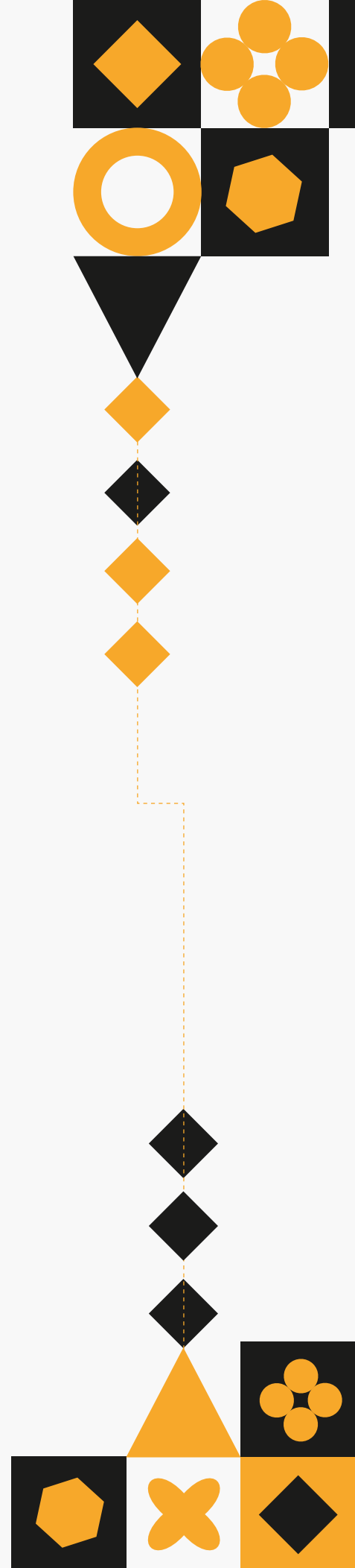
IMPACT

Over the year, 298 women appeared on the air in StarLightMedia's slots of the United News telethon. They were representatives of government authorities, civil society, experts in various fields, and the military. Despite not yet achieving a 50:50 representation level, at the end of the year, **StarLightMedia news ranked first in terms of the number of women on the telethon** among all its producers.

As noted by Tymur Levchuk, StarLightMedia's leader for diversity and inclusion, the company considers this report to be an honest self-assessment tool: it highlights room for development while also celebrating the strengthening of women's voices on the news.

HOW OTHER MEDIA CAN FOLLOW

- **Implement regular internal monitoring** of gender representation in content.
- Raise the **issue of balance on the air** at the level of management decisions.
- **Report results publicly**, acknowledging both accomplishments and limitations.
- **View gender equality as a long-term process**, not a one-off campaign.



Case 3.

“Ukrainian Week”: Formalizing the Principles of Gender Equality in the Editorial Policy



MEDIA

“Ukrainian Week”, online media outlet

AUDIENCE REACH

National media outlet

WHAT HAS BEEN DONE

The Ukrainian Week online publication has been adhering to gender equality principles in its work for a long time: the newsroom was careful about delicate subjects, prevented stereotypes in its content, and consistently used the feminine forms of nouns in Ukrainian.

In September, the editorial office approved the **Gender Equality Policy** developed by Women in Media NGO with the Commission on Journalistic Ethics with the support of the OSCE. The document officially consolidated the approaches that previously existed at the level of editorial culture and practices.

HOW IT WAS IMPLEMENTED

The editorial office considered the introduction of a formalized policy as a prerequisite for the development of a professional media culture. After its adoption, The Ukrainian Week became even more selective in terms of topics and voices featured in the publication.

The team actively engages women journalists and opinion leaders in content creation and works on topics highlighting women's stories and helping to overcome gender bias.

Special attention is given to internal working conditions: the newsroom understands the needs of employees who also do care work, for instance, care for their children or elderly parents, providing opportunities for remote work where possible.

IMPACT

Approval of a gender policy really **made the editorial team more aware of its own standards and responsibility for its content.**

The document now serves as a guide for everyday editorial decisions, particularly when it comes to choosing topics, expert voices, and approaches to sensitive issues. The policy also became the foundation for further development of other internal rules and standards in the newsroom.

CHALLENGES AND NEXT STEPS

The editorial team has identified several initiatives that it is planning to implement further on. First, these include **training programs for the team**, for which they are now seeking donor funding.

There is also a need to **implement additional PTO and social insurance**, but it is currently not feasible due to limited human and financial resources. The situation is further complicated by the fact that some of the journalists from the team are currently at war, which increases the remaining team's workload.

In addition to the gender policy, the newsroom is working on other internal documents, particularly an AI use policy.

HOW OTHER MEDIA CAN FOLLOW

- **Formalize gender equality values** through editorial policies even if such practices already exist informally.
- **Combine content standards with concern for working conditions** and the balance between work and care responsibilities.
- Consider **gender policy as a basis** for further development of other ethical and professional editorial standards.

Case 4.

Hromadske Radio: Implementing Equality, Inclusion, and Accessibility Policies in Editorial Work



MEDIA

Hromadske Radio, multimedia platform

AUDIENCE REACH

Regional media outlet (Kyiv, Chernihiv, Sumy, Kherson, Nikopol, Kramatorsk, Mykolaiv)

 **Gender policies**

 **The story of Volodymyr Pyrih**



Photo: Volodymyr Pyrih's Facebook page

WHAT HAS BEEN DONE

Hromadske Radio consistently implements initiatives aimed at ensuring equality and combating discrimination, both in content and in internal editorial workflow. These principles are enshrined in the Newsroom Charter, Ethics Code, and Gender Policies adopted by the editorial team.

The team is currently working on a separate document tentatively titled Equality and Inclusion Policies, which is based on the newsroom's own experience and the principles of the international guidebook Disability Equality in the Media: Representation, Accessibility, Management: Practical Manual published by UNESCO in 2024.

At the same time, the team is finalizing the AI Use Policy, which will include provisions on preventing technology-facilitated gender-based violence against women.

HOW IT WAS IMPLEMENTED

The editorial team combines regulatory changes with practical steps. Among other things, they are **implementing technical solutions to make the website of Hromadske Radio more accessible to people with disabilities.**

Blind journalist Volodymyr Pyrih has been working on the newsfeed for over a year now. He writes news publications, selects illustrations, publishes materials, works with internal editorial software, audios, videos, and documents, and maintains communication with the other team members. His work demonstrates that inclusion is possible not by creating “special conditions” but by organizing work processes properly.

IMPACT

The practice of engaging a journalist with a disability on equal terms **reinforced the idea of equal opportunities in the media outlet, challenging stereotypes** regarding professional limitations of people with disabilities.

Editorial policies and practices contribute to the formation of a more inclusive culture within the team, which also affects the quality and sensitivity of the content.

CHALLENGES AND FURTHER PLANS

Hromadske Radio strives to make content on all its platforms, including the website and social media pages, fully accessible to people with disabilities. This requires additional financial resources for developers, contemporary software, training, and payment for specialized services.

HOW OTHER MEDIA CAN FOLLOW

- Enshrine the principles of equality and inclusion in internal policies and codes.
- Combine regulatory documents with real changes in the organization of editorial workflow.
- View accessibility as an issue of processes rather than “special conditions.”
- Invest in the technical and organizational accessibility of the media content.

Case 5.

Trybuna.Sumy: Inclusiveness and Accessibility as Part of Internal Editorial Policies



MEDIA

Trybuna.Sumy, online media outlet

AUDIENCE REACH

Regional media outlet (Sumy, Sumy region)

WHAT HAS BEEN DONE

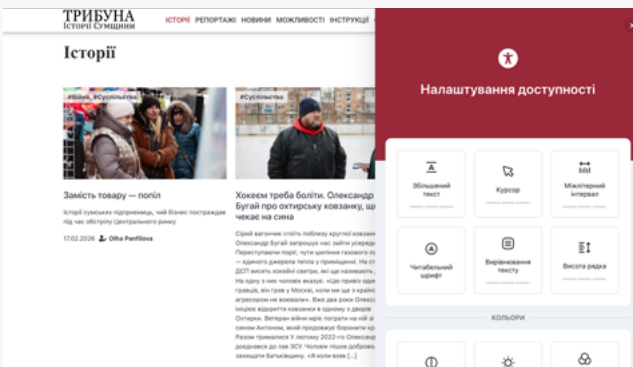
The editorial team of Trybuna.Sumy has implemented internal policies and practices in the following spheres: non-discrimination, parenthood support, flexible schedules.

In addition, in 2025, the editorial team introduced an **inclusive version of the website** with personalized accessibility settings for readers.

Available features include:

- changing font and cursor size;
- adjusting the interletter spacing and line height;
- black and white mode;
- brightness adjustment;
- color inversion;
- hiding images;
- stopping animation;
- reading line and mask;
- link highlighting.

Trybuna.Sumy has become the first regional media outlet to introduce this range of accessibility functions on its website.



Screenshot from the Trybuna.Sumy website

In addition, since 2024, the About section on the website features the **editorial policy** including the principles of equality and non-discrimination.

HOW IT WAS IMPLEMENTED

The team combined internal policies with technical solutions aimed at improving content accessibility for a wider audience. The inclusive version of the website is designed as a tool allowing the users to customize the way they consume information in line with their needs.

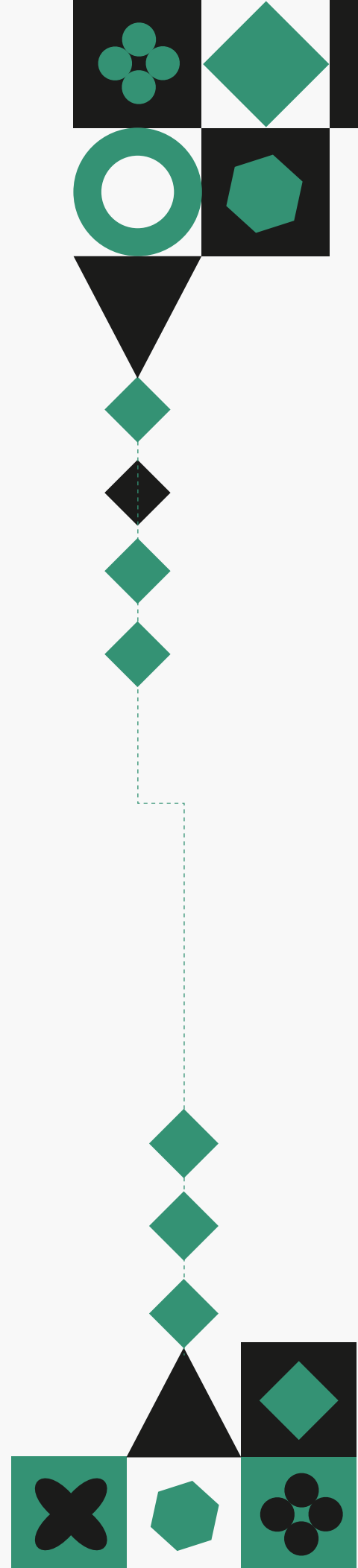
IMPACT

Introducing an inclusive version of the website has made the content more accessible to people with different needs, solidifying the position of the newsroom as a leader in inclusive solutions among regional media. The public editorial policy has increased the transparency and of the media outlet, highlighting that its activity is deeply rooted in values.

The editorial team continues testing the inclusive version of the website. The team is also looking into offering machine translation of website materials into different languages.

HOW OTHER MEDIA CAN FOLLOW

- Combine internal equality policies with practical technical solutions.
- Consider website accessibility as a basic standard, not an additional option.
- Publicly record the principles of non-discrimination and equality in editorial policies.
- Start implementing inclusion with specific, measurable steps.



Case 6.

“Grechka”: Inclusive Newsroom Culture (Kropyvnytskyi)



MEDIA

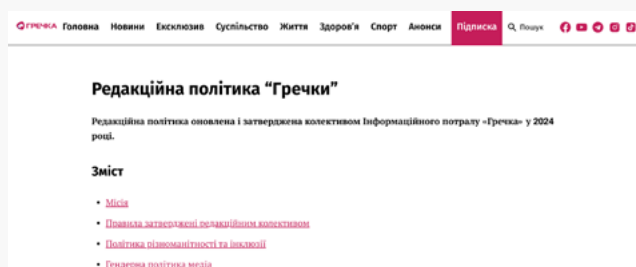
Grechka information portal,
online media outlet

AUDIENCE REACH

Regional media
(Kropyvnytskyi, Kirovohrad region)

WHAT HAS BEEN DONE

The newsroom of Grechka has a **gender policy**, as well as a **diversity and inclusion policy**, which are featured on the website in the Editorial Policy section. The team began using feminine forms of nouns in their content even before these changes were officially introduced in the Ukrainian spelling rules in 2019.



Screenshot from the Grechka information portal website

The media outlet provides **corporate support for parenthood**. Among other things, employees can work remotely and on flexible schedules, adapted to individual needs.

This approach allows combining professional activities with childcare, particularly during the parental leave. Additional vacation days are provided for colleagues with young children, and work schedules are adjusted to take into account family circumstances – for example, some employees have the opportunity to start and finish their work day earlier.

The newsroom also took care of the **team's technical ability to work from home** when necessary. Employees were provided with the necessary equipment, including power stations, power banks, and laptops. Women constitute the majority of the Grechka team.

At the same time, the newsroom points out they have initiatives that they have not yet been able to implement due to limited resources. These include introducing medical insurance for journalists, which would enable them to take care of their health systematically, have regular checkups and respond to problems if any arise. The newsroom would also like to offer access to sports classes, a swimming pool, massages, or other recovery practices, but due to prices growing during the war, the implementation of such initiatives would require more funding.

Case 7.

Veteran Voice and Media Literacy as a Component of Community Resilience: Experience of “Hromada. Group” Local Media Network



MEDIA

“Hromada. Group” Local Media Network, online media outlet

AUDIENCE REACH

Regional media (Kharkiv, Kharkiv region)

WHAT HAS BEEN DONE

The Hromada. Group local media network practices creating separate editorial spaces for authors who are also veterans.

For instance, the newsroom started a special vertical for a veteran of the Russia-Ukraine war, writer Mykhailo Filonenko, who was seriously injured in combat in the Kharkiv oblast and lost his hands and partly his eyesight. The author thus obtained his own information platform, where he fulfills his creative ideas, publishing materials about Ukrainian folklore, memory, and the connection between generations through traditional images.



Border and Echo.
Mykhailo Filonenko's Blog



МЕЖА ТА ВІДЛУННЯ. БЛОГ МИХАЙЛА ФІЛОНЕНКА

Головна > Усі рубрики новин >
Межа та відлуння. Блог Михайла Філоненка на порталі
Gromada Group

Фольклор для мене — це не музейна шафа. Це живе повітря, яким ти дихаєш, навіть не задумуючись. У дитинстві я ловив ці історії, як хтось ловить комах у банку: тримав у собі, не знаючи, що з ними буде потім. І тільки коли почав писати, зрозумів: без них мої книги були б порожні.

In addition, Hromada. Group carries out systematic work with future journalists and young university students.

The media network serves as a platform for media students to acquire practical experience, including those from S. Kuznets Kharkiv National Economic University and the Kharkiv Culture Academy.

The newsroom points out they are interested in engaging young journalists more, but they were forced to let go of some young professionals due to the loss of funding from USAID. At the same time, the team has plans to expand the network and create new offices in communities if funding resumes or new funding opportunities arise.



Photo: Lithuania, Unsplash

The newsroom also engages in combating disinformation and attempts of the Russian special services to recruit young people.

This is done both through analytical journalistic materials and through editors' participation in thematic trainings. In July and August 2025, Hromada. Group representatives participated as speakers in joint Ukrainian-Lithuanian workshops dedicated to combating the recruitment of young people by Russian special services.

These events were aimed at young Lithuanians and Ukrainians and were attended by journalists, civil society organizations, and educators from the Krasnokutska community of the Kharkiv region. Like Ukraine, Lithuania sees attempts to recruit young people, both locals and Ukrainian immigrants, for subversive activities.

Case 8.

“Nakypilo”: Inclusion as an Editorial Standard – a Blind Journalist as a Full-fledged Author and Voice of the Media Outlet



MEDIA

Nakypilo, radio

AUDIENCE REACH

Regional media outlet (Kharkiv region)

WHAT HAS BEEN DONE

Nakypilo Radio has introduced the practice of inclusive editorial work, which is based on equality, trust in professionalism, and the full engagement of journalists with disabilities in content creation.

One such example is the work of Volodymyr Noskov, a journalist and an author of radio programs, who has been working in Ukrainian media for over ten years despite complete loss of vision. For the past three years, he has been one of the voices of Nakypilo radio, where he creates his own programs, hosts live broadcasts, and conducts interviews, often focusing on human stories and accessibility issues.

The newsroom did not just adapt working conditions but also provided the journalist with broad discretion, granting him the ability to come up with the topics, tone of the conversation, and editorial content. Volodymyr Noskov's own experience allows him to talk about barriers not as an outside observer, but from the inside – without stereotypes and regret, but with dignity and respect. The newsroom emphasizes that he insists on equal professional treatment and demands, not expecting any preferential treatment but simultaneously reminding the team of the importance of empathy and respect.

The presence of a blind journalist reinforced tolerance and empathy within the entire team. His colleagues note his professional strength, ability to work with the most complex topics, and charisma, which contributes to team spirit in the newsroom. In addition, Volodymyr Noskov tests Nakypilo's materials and services for accessibility, helping the media outlet improve its practices.

A special example of this work was a **public case when the journalist pointed out a low-quality service for people with low vision**. This situation resulted in a broader public discussion on systemic accessibility issues. The media viewed it not as a personal conflict but rather as an important signal about real difficulties faced by people with disabilities.

Nakypilo's approach in this practice is based on several key principles:

- a journalist with a disability is viewed as a full team member, not a "special case";
- the author's personal experience strengthens the materials instead of limiting the content;
- stories about barriers serve to form empathy and understanding among the audience rather than pity.

This case demonstrates that **inclusion in the media is not only a matter of access; it is primarily about trust in professionalism and creating equal conditions for a journalist to influence content and public conversation.**



Photo from Volodymyr Noskov's archive

Case 9.

“Shpalta”: Gender Sensitivity and Respect for Diversity as the Basis for Editorial Culture



MEDIA

Shpalta, online media outlet

AUDIENCE REACH

Local media outlet
(Chernivtsi, Chernivtsi region)

WHAT HAS BEEN DONE

The newsroom developed and published a gender sensitivity policy.

Work on the document took place when the team was taking part in a mentorship program on gender-sensitive journalism, which lasted between May and October 2025. The media outlet states that when the policy was approved, it became an important step to identify further development of the newsroom, improve internal communications, maintain gender balance while writing materials, and systematically adhere to gender sensitivity standards. Although mutual understanding and respect for diversity were part of the informal corporate culture even before, a written policy helped to formalize these principles, making them into common ground for the entire team.

Currently, the newsroom produces content using gender-sensitive approaches. The team includes a representative of the LGBT community, and the team accepts his identity with respect, supports him, and shares the declared values. According to the editorial team, constant daily interaction in the same work environment contributed to an increased level of tolerance and acceptance of the LGBT community among employees.

The editorial team has also systematically used feminine forms of nouns in its content since the media outlet was founded in 2017. This approach is part of the media’s educational mission and aligns with its value message: “Watch, analyze, act.” The team emphasizes that the use of feminine noun forms is a component of its educational work with the audience.

Additionally, the media outlet points out they have initiatives that they have not yet been able to implement due to limited financial resources. In particular, this includes systematic support of parenthood within the team, which is currently challenging to implement for financial reasons.

Findings



Despite the war, financial instability, staff shortages, and high public pressure, Ukrainian media continue to work and successfully implement changes in their newsrooms. They prove once again that **gender equality, inclusion, and non-discrimination** policies are not an additional burden or grant requirements for newsrooms; they are a **practical tool for risk management, preserving teams, and improving the quality of journalistic work.**

This is vividly exemplified by the best practices of equality and diversity in Ukrainian newsrooms, which have now become part of this research.

IN TOTAL, THE PUBLICATION CONTAINS 29 CONTENT PRACTICES AND 9 WORKFLOW PRACTICES AT VARIOUS LEVELS, FROM NATIONAL TO LOCAL MEDIA

It also presents changes and policies that have been implemented by specific newsrooms. They demonstrate that effective solutions don't necessarily require large budgets or complex editorial decisions.

INSTEAD, THEY ARE BASED ON CONSCIOUS LEADERSHIP RESPONSIBILITY, CLEAR RULES, OPEN COMMUNICATION, AND A WILLINGNESS TO REVIEW ESTABLISHED PRACTICES.

It is these approaches that allow newsrooms to create a safe workplace, support diverse groups of employees, and correctly work with sensitive topics in content, from responsible representation of the LGBTIQ+ community, gender and ethnic stereotypes in all areas of life to the visibility of veteran experiences and inclusion of people with disabilities.

At the same time, it is important to understand that the above practices are not universal. They vary in their scale, the financial capabilities of the media, and the speed of their implementation. However, what unites them all is the **focus on the real needs of people today and on ensuring stable operation of the media.** This is why this publication offers a set of tools that can be used by different newsrooms.

In conclusion, we should emphasize that the **principles of equality and diversity have already become part of Ukrainian media's professional reality.** However, their further development directly depends on newsrooms' readiness to keep taking steps to implement these approaches consistently in their everyday work. This will help them maintain public trust and improve team resilience in these challenging times.

We are grateful to all the newsrooms that responded to the open call and shared their experiences. The number of applications submitted demonstrated the high interest of the media in the topic of equality and diversity, as well as their willingness to talk about their internal processes and content-related decisions.

We view this publication as a living, breathing long-term process. The collection and selection of best practices will continue, and we encourage newsrooms to apply next year – particularly with updated or new cases that can be described in detail and adapted for use by other media.

