

AI Strategy

Suspilne

June 2026

How We See AI

The challenge

Artificial intelligence (AI) is rapidly changing how audiences discover news. AI agents are increasingly intermediating access between audiences and media outlets, with audiences consuming AI-generated summaries rather than original journalism. AI systems reuse journalistic content without meaningful attribution or compensation. This reduces the visibility and reach of trusted media.

For Ukraine – a country at war facing constant disinformation attacks – the stakes are especially high: it is critical that audiences can find trusted sources of information such as Suspilne.

The opportunity

At the same time, AI creates enormous opportunity. Used responsibly, AI tools can amplify the capabilities of a skilled person and unlock their creative potential – freeing them from routine tasks. They can help us find exciting new ways of distributing and packaging content, and reach new audiences. By embracing AI, our journalism, far from becoming obsolete, can become more relevant than ever.



VISION

Suspilne aims to become a global example of how AI can strengthen – rather than undermine – public-interest journalism.

What are our objectives?

Our AI strategy is about strengthening trusted journalism through three pillars:

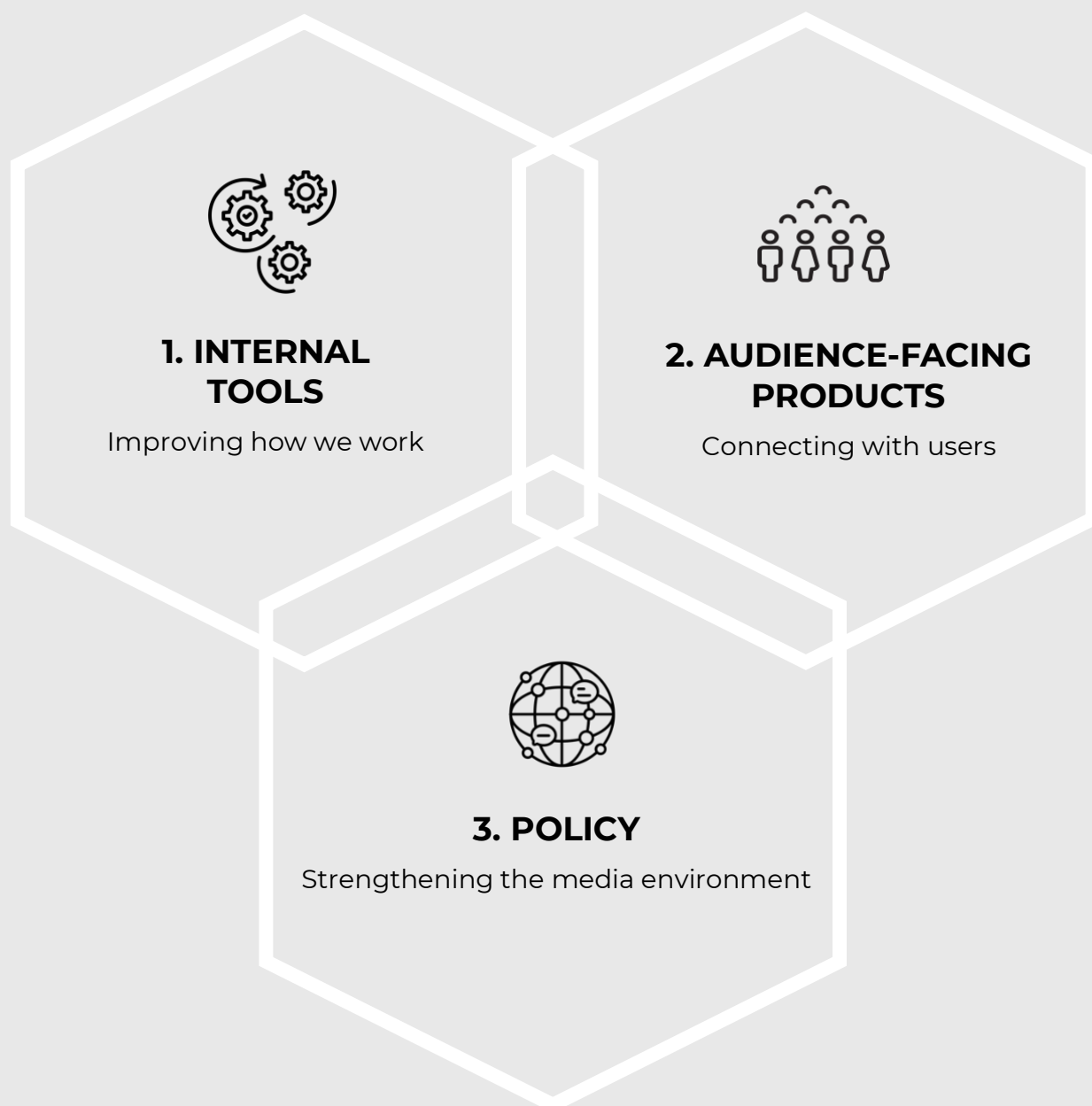
- 1. Improving how we work:** Using AI tools to support our teams, increase efficiency, and allow us to create more value with the same resources.
- 2. Connecting with our audiences:** Powering our products with AI to make trusted journalism more relevant and easy to discover.
- 3. Strengthening the media environment:** Building partnerships to shape AI policy and standards to support public-interest journalism in Ukraine.

About this document

This strategy sets out Suspilne's AI-related priorities, activities and workflows for the next two years (July 2026 – June 2028).

It is primarily a point of reference for Suspilne's leadership and the new AI team, but also aims provide Suspilne's national and international partners with an overview of our transformation processes.

Suspilne's AI Strategy



1. INTERNAL TOOLS

Improving how we work

INTERNAL TOOLS

PURPOSE

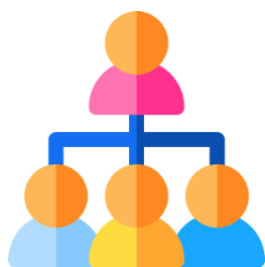
Freeing time for higher-value work. Our employees are working under significant pressure in a wartime context. Routine administrative and production tasks absorb time that could otherwise be spent on high-value journalism, creativity, and audience engagement. Our aim is to embed AI into everyday workflows in ways that are practical, responsible, and genuinely useful for teams – helping us resolve pain points for our employees, and deliver more value with existing resources.

Empowering teams through AI coding. Rather than relying on expensive external solutions, Suspilne will prioritise in-house and self-hosted tools tailored to our teams. Our core bet is that AI-assisted coding can dramatically lower the barrier to software development, allowing employees to build many of their own solutions. Supported by Suspilne’s engineering team and infrastructure, this approach gives us greater control over costs and data and allows us to rapidly build and scale solutions that solve real workflow problems — starting with the newsroom.



Why are we starting with the newsroom?

- ✓ Trusted news is central to Suspilne’s mission, especially in wartime;
- ✓ Suspilne’s competitive advantage lies in news, not entertainment;
- ✓ Informational broadcasting is highly structured across central and regional teams, making it the most scalable environment for piloting AI transformation.



What about teams outside of content production?

Each department – marketing, HR, administration and so on – will be asked to prioritise AI use cases for their teams. Ideas surfaced by Suspilne employees include:

- Chatbots for tech support or policy guidance
- Meeting follow-up and brief drafting
- Staff onboarding and job descriptions
- Financial monitoring support

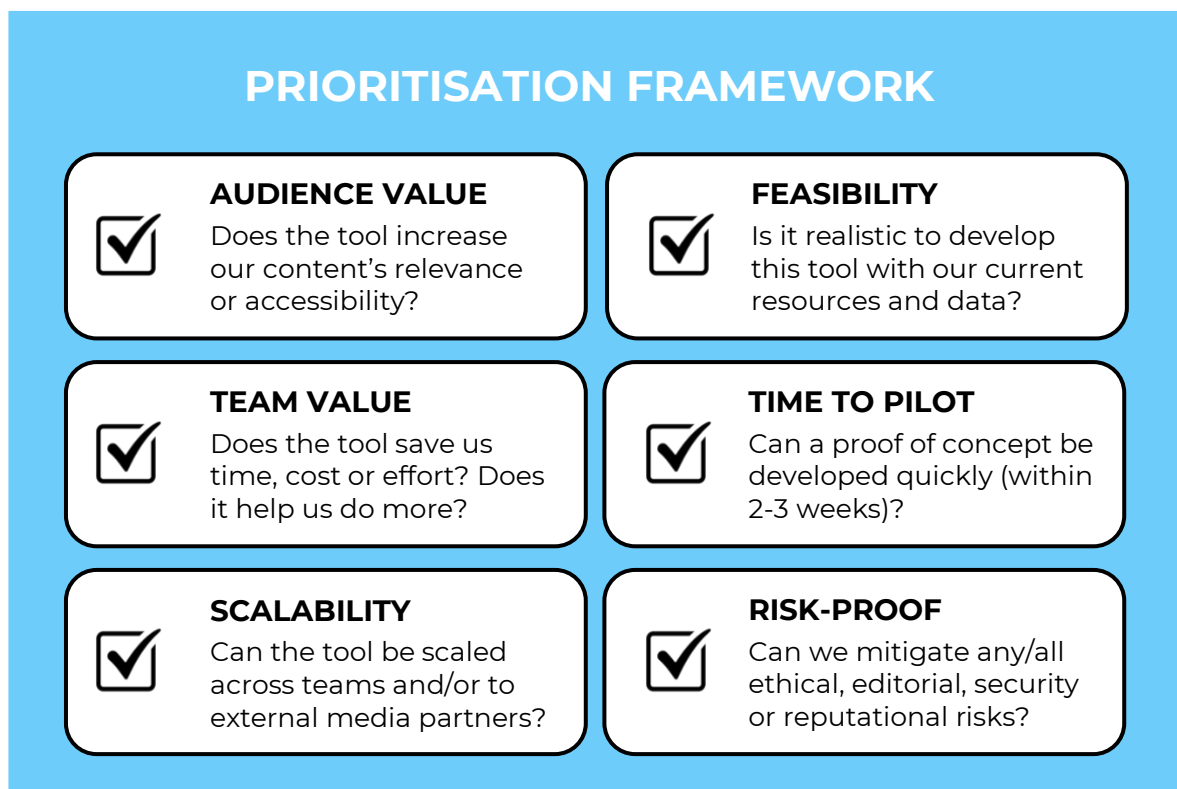
SUCCESS METRICS

In two years, how will we know it worked?

- **Tangible team-by-team benefits.** Teams report clear improvements – for instance, reduced time, cost or effort in achieving key tasks; specific pain points being removed; or an increase in quality or scale.
- **Team quality.** Suspilne becomes a more attractive workplace, where strong talent wants to join – and good people want to stay.

PRIORITIES

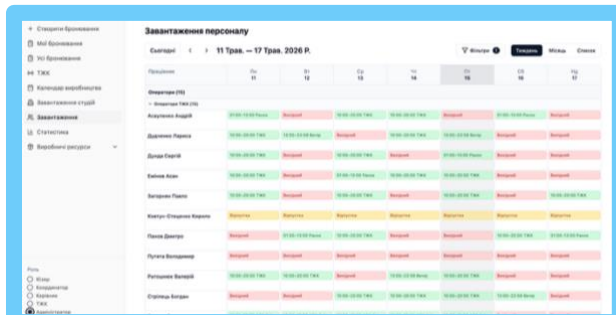
AI tool selection criteria. There is huge appetite for innovation: in an April 2026 all-staff survey, 290 employees submitted ideas for AI tools. However, before investing resources into any new AI tool, it will be assessed against key criteria:



USE CASES

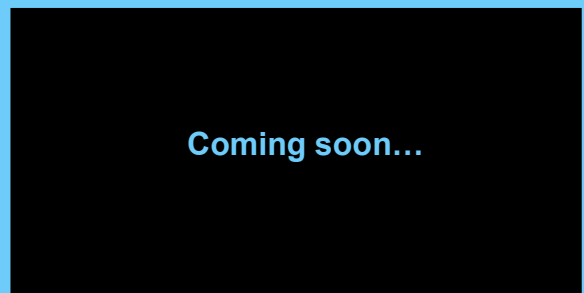
I. PLANNING

We will develop AI tools that help teams coordinate stories, schedules, resources, and editorial priorities. Flagship tools in development include:



Production Planner

Resource and content planning for the entire production team.

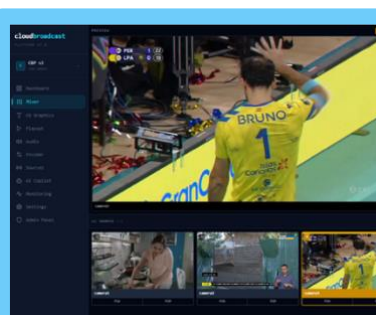


News Planner

Planning for stories and editorial priorities.

II. PRODUCTION

We will develop tools that help teams produce, adapt and distribute content more efficiently. This can include anything from OSINT, verification and error correction to transcription, voice-over and automated video editing. Flagship tools in development include:



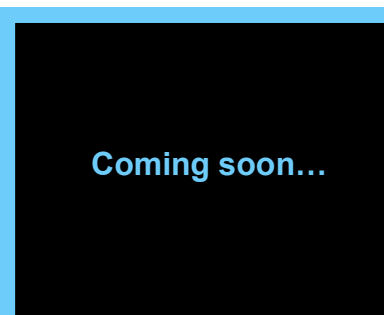
Digital Broadcast Centre

A cloud-based control room to produce and stream live video.



Facial Recognition

AI for identifying people in archival and live content.



AI Animation Toolkit

AI support for illustrations, storyboards, and motion graphics.

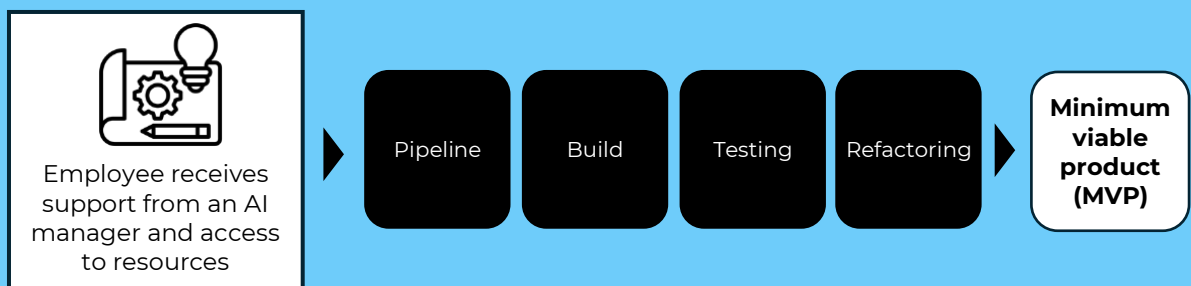
DEVELOPMENT PROCESS

Any new in-house AI tool will be developed through a standardised process, which is designed to encourage experimentation while reducing risk. It gives teams a secure, isolated environment to explore AI ideas, rapidly build prototypes, and develop them into successful tools. The process is shown below:

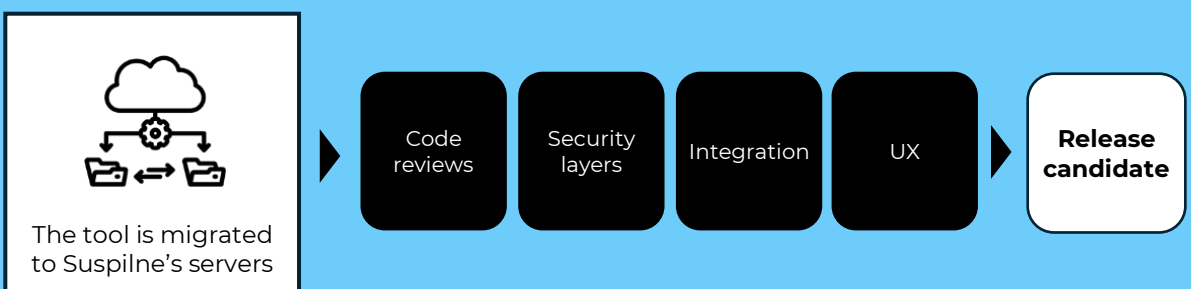
PHASE 1: IDEA



PHASE 2: PROTOTYPE



PHASE 3: PRODUCTION



2. AUDIENCE-FACING PRODUCTS

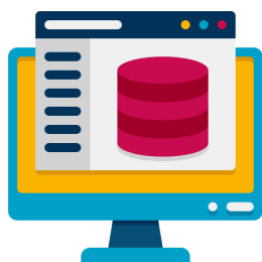
Connecting with users

AUDIENCE-FACING PRODUCTS

PURPOSE

Maintaining visibility in the AI era. AI is changing how audiences discover and consume information. People are increasingly encountering news through AI-generated summaries and platform-mediated feeds rather than going directly to original journalism. Rather than resisting this shift, Suspilne will work to ensure its journalism remains visible, accurately represented, and properly attributed across AI platforms and assistants.

Closer audience connections. We will employ AI to strengthen our connection with audiences by making our journalism easier to find, and ever more relevant to people's needs. We see AI as an amplification tool that helps us personalise content at scale, making it more localised, inclusive, and accessible. This will help us truly serve every Ukrainian citizen according to their needs and interests – while staying true to our public-service duty to inform and broaden perspectives.



Why are we starting with AI infrastructure?

We are deprioritising products that directly expose audiences to AI-generated outputs. This reflects two concerns:

- The risk that AI errors or hallucinations could damage audience trust; and
- The risk of AI token costs escalating if a public-facing tool or chatbot becomes widely used.

Fully public-facing AI tools will be pursued selectively, with strong human oversight, careful testing and clear safeguards.

SUCCESS METRICS

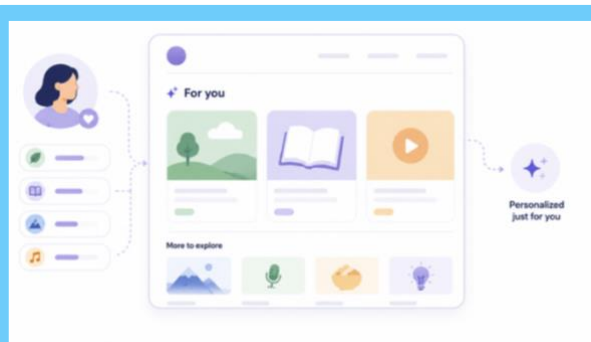
In two years, how will we know it worked?

- **Audience loyalty and growth:** Increase in traffic and subscribers.
- **Uptake of AI-specific products:** Audiences actively use new AI-enabled services such as personalised content feeds or assistants.
- **Better editorial intelligence:** We can better understand what our audiences need and identify underserved topics or communities.
- **Improved accessibility and inclusion:** Different audiences are served more effectively, including through localisation, subtitles, translation, or summaries.

USE CASES

I. RELEVANCE

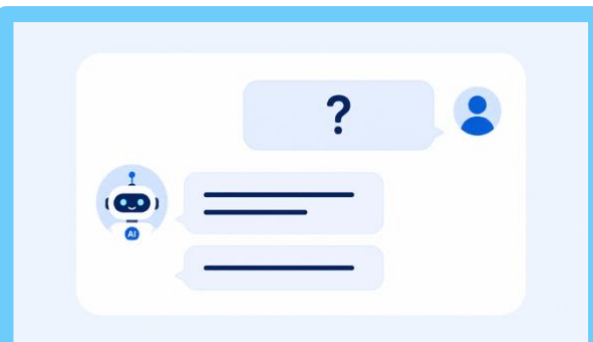
Currently, Suspilne tailors content at the level of broad audience segments. AI can help us serve people not just as audience groups, but as individuals with different interests, habits, locations, and needs. We will develop products that help audiences receive more relevant content, while giving editorial teams actionable insight into what audiences are looking for. Two flagship products for Year 1 are:



Content Recommendation Engine

A personalisation engine that:

- Recommends content based on people's interests, location, language and behaviour
- Powers tailored homepages, feeds, newsletters, and push notifications
- Helps editorial teams understand audience demand and spot opportunities for future coverage.



"Ask Suspilne" Q&A Tool

A conversational AI agent that:

- Lets users ask questions about the news in text or voice chat formats
- Generates answers based on Suspilne's verified journalism
- Recommends relevant content
- Helps editorial teams understand what audiences are asking, missing or confused about.

In addition, a suite of AI tools will be integrated in the CMS to help editors and journalists create richer, more appealing content for audiences. For instance:

- **Background Builder.** A 'living knowledge layer' connecting Suspilne's archive materials and background library, allowing journalists to verify facts and draft materials faster – and helping them create richer content for audiences.
- **Customizable News Feed.** A news feed constructor allowing each editorial office to build a new feed based on internal and external sources.
- **Data Visualisation Tool.** An integrated suite of tools to help editors create interactive charts, maps, and infographics out of complex data.

II. DISCOVERABILITY

We will develop products that help Suspilne remain visible in an AI-mediated environment. This means making content discoverable not only to audiences, but also to the platforms, recommendation systems and AI assistants that shape what people see. Our goal is for Suspilne to become a trusted source that AI systems rely on when answering questions about Ukraine – for instance, when audiences ask about the war and the situation on the ground. Two priority products are:



Native AI Agent Integration Suite

Creating the infrastructure that helps AI systems discover our content by:

- Making content AI-readable through structured metadata and open standards
- Providing a single integration point (MCP server) for major AI platforms and assistants
- Opening Suspilne's archive through APIs and structured data access



C2PA Authenticity Standard

Adding verified provenance metadata to all Suspilne images, video and audio – so audiences and platforms can distinguish them from manipulated or synthetic content.

3. POLICY

Strengthening the media environment.

POLICY

PURPOSE

We want to position Suspilne as a trusted national and international leader in shaping how AI supports – rather than undermines – public-interest journalism. This means addressing three interconnected challenges:

- **Fragmented media response.** All Ukrainian media face similar AI-related pressures of decreasing visibility and revenue. However, they lack shared standards and coordinated positions to improve their collective leverage.
- **Inadequate AI policy.** The Ukrainian Government is developing AI policy and digital infrastructure, yet media interests are insufficiently represented. This is particularly critical as Ukraine moves towards EU integration and alignment with European legislative standards.
- **AI-enabled disinformation.** AI is making disinformation faster, cheaper, and harder to detect. Ukraine has limited leverage with US-based AI platforms, but those platforms also have an interest in improving the accuracy of their outputs. This creates an opportunity for cooperation on verification, trusted sources, and counter-disinformation.



Why are we aiming to take a leadership role on AI?

As the nation's public service media, we hold a unique position – which gives us unique responsibility. Suspilne is:

- ✓ Non-commercial
- ✓ Trusted
- ✓ Publicly legitimised and relatively neutral
- ✓ Represented in every region of Ukraine
- ✓ Internationally connected

SUCCESS METRICS

In two years, how will we know it worked?

- **National partnerships:** Number of partners who have joined our national alliance and adopted shared AI principles and common positions.
- **Policy traction:** Evidence that Suspilne's recommendations are reflected in AI-related policy discussions and legislation.
- **Counter-disinformation activities:** Impactful approaches developed and implemented with key partners from AI platforms, government and/or media.

ACTIVITIES

I. INCREASING MEDIA'S COLLECTIVE LEVERAGE

Suspilne will play a key role in coordinating media around AI – both at national level through the AI Media Alliance Ukraine, and at international level through the EBU:

	AI MEDIA ALLIANCE UKRAINE About: Following Suspilne's initiative, the AI Media Alliance Ukraine was established in April 2026 as a cross-industry platform for media, OTT, telecom and cloud providers. It aims to establish common principles for the use of AI, protect intellectual property, counter disinformation, influence regulation, and build shared technological infrastructure. Areas of cooperation on AI: ▪ Aligning approaches to using content to train models ▪ Developing verification and watermarking mechanisms ▪ Sharing information on disinformation cases ▪ Developing common positions on regulatory policy ▪ Support for retraining programmes Vision: Suspilne aims to turn the Alliance into an effective vehicle that increases Ukrainian media's collective influence and bargaining position, thereby strengthening the operating environment for media across the country.
	EUROPEAN BROADCASTING UNION (EBU) About: Suspilne has been an active member of EBU for years and works closely with EBU members. Areas of cooperation on AI: ▪ Representation in EBU bodies, forums and committees ▪ International best practice and expertise sharing on new approaches and technological innovations ▪ International advocacy initiatives such as the "Facts In, Facts Out" campaign, which calls on AI developers to ensure AI systems do not distort news content Vision: Suspilne's cooperation with EBU will become more strategic, with better internal coordination around priority goals, and stronger representation of Ukrainian thought leadership across EBU.

II. TARGETED POLICY ENGAGEMENT

Suspilne will strengthen the media operating environment through targeted engagement with government and policymakers. This work has two priorities:

	REPRESENTING MEDIA INTERESTS Suspilne will ensure the interests of media are reflected in national AI policy, legislation, and digital infrastructure. This includes rules around the use of journalistic content, data access, attribution, transparency, and responsible AI use.
	SUPPORTING EU INTEGRATION Suspilne will support Ukraine's alignment with European AI standards, ensuring that media and public-interest journalism are properly reflected as Ukraine moves towards closer integration with the EU AI Act and related frameworks.

Suspilne will define policy priorities, align them with the AI Media Alliance Ukraine, and work with trusted partners to advance them through relevant policy discussions – particularly with the Ministry of Digital Transformation (MDT).

III. PARTNERSHIPS TO COUNTER DISINFORMATION

Suspilne will seek to build key partnerships to strengthen information integrity:

	PARTNERSHIPS WITH 'BIG TECH' While Ukraine has little leverage with global platforms, countering disinformation is an area of shared interest. Suspilne will aim to engage with major technology platforms around trusted-source status, content verification, and improved accuracy of AI responses.
	PARTNERSHIP WITH GOVERNMENT Suspilne will work with government on counter-disinformation initiatives. This might include cooperating on Ukraine's national LLM, supporting protection mechanisms against malign actors, or developing AI literacy initiatives. Suspilne will explore cooperation with the Centre for Countering Disinformation (CCD).
	PARTNERSHIP WITH CIVIL SOCIETY Civil society is a key player in the Ukrainian counter-disinformation landscape. Suspilne will cooperate with civil society organisations to exchange knowledge and find ways to increase audience resilience.

ANNEX

ANNEX 1

Governance and AI Literacy

AI Team

To coordinate AI transformation, Suspilne has established a dedicated AI Team. The team will support the development of new AI tools and workflows, oversee implementation, and coordinate policy and partnerships activity.

The current team consists of six core members (see organogram below):

- **Head of AI** to own the AI strategy, governance model, and overall delivery
- **Deputy Head of AI** to translate strategy into impactful projects
- **3x Analysts** to scope, coordinate and support individual AI projects
- **1x DevOps Lead** to manage technical infrastructure, security, and deployment

Our ambition is to expand its capabilities over time, including through dedicated legal and communications support, and external expertise as required.

AI Literacy and Adoption across Suspilne

The April 2026 staff survey (509 respondents) showed strong openness towards AI across Suspilne: 75% of staff expressed a favourable attitude towards using AI, and the majority are already experimenting with AI tools in their daily work.

At the same time, the main barriers to adoption are concerns around the accuracy and reliability of AI outputs, limited training and skill-building support, and the fact that AI tools are not yet integrated into everyday workflows.

To ensure responsible AI adoption, every Suspilne employee must understand:

- what AI is and how it can support their work;
- what tools and use cases are permitted, and what risks and limitations exist;
- where to access support and guidance.

Suspilne will develop a structured AI literacy programme, including:

- 1. Compulsory baseline training:** Every employee will be required to undergo AI training. It will cover Suspilne's AI principles, key use cases and limitations, and Suspilne's in-house AI tools. Staff will receive a certificate on completion.
- 2. Internal AI Hub:** The AI team will maintain a resource hub where staff can access supporting materials, such as frequently asked questions, guidance on prompts and internal AI tools, as well as support mechanisms.
- 3. Monthly open forums and newsletters:** The AI team will circulate a newsletter and host regular showcases for new tools and lessons learned. These events will be open to all; employees can use them raise issues or questions.
- 4. A network of "AI Multipliers":** Every department, unit or regional hub at Suspilne will have a designated "AI Multiplier" – an AI-literate team member who has demonstrated enthusiasm and initiative. The AI Multipliers will act as a bridge between the AI Team and their department, by providing support to their peers, flagging challenges to the AI team, and spreading good practices.

AI GOVERNANCE STRUCTURE

OVERSIGHT

MANAGING BOARD

DELIVERY

AI TEAM

Head of AI

Deputy

Analysts
(x3)

DevOps
Lead

AI
Lawyer

AI Comms
Officer

Support
↑
Ideas

ADOPTION

AI MULTIPLIERS

In each department & region



News



Audiovisual



Research



HR



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ANNEX 2

Suspilne's AI Principles (Summary)

HOW WE USE AI

1. **Humans remain responsible.** AI can support our work, but people remain accountable. Every piece of content created or supported by AI must have a responsible journalist, editor or staff member behind it.
2. **Be transparent.** When AI is used in content production, audiences should be informed where relevant. We never mislead people about whether something was created, altered, voiced, or supported by AI.
3. **Protect trust in news.** We do not publish AI-generated news texts, videos, or images, except where the purpose is to show or explain AI-generated content. AI may support translation, analysis, or illustration, but it must not distort meaning or create misleading impressions.
4. **Put people first.** AI tools should support Suspilne's teams, not replace them. The creativity, expertise, and decisions of journalists, editors, producers, designers, videographers, and other employees remain central to Suspilne's work.
5. **Protect audience data.** If Suspilne collects or uses audience data, people should know what is collected and how it is used. Personal data must be protected in line with legal requirements.
6. **Respect copyright and intellectual property.** Suspilne must respect copyright and related rights when using AI tools. Any use of Suspilne content or intellectual property for AI training must follow the law and be properly authorised.
7. **Avoid harmful or high-risk AI.** We do not use AI tools that undermine editorial standards, threaten data security, enable manipulation, create bias or filter bubbles, or damage public trust. Tools are assessed before deployment and reviewed as standards evolve.
8. **Align with Ukrainian and EU standards.** Suspilne will follow Ukrainian law and align with emerging European and global AI standards, including risk-based approaches to AI regulation, transparency, certification, and responsible use.

The AI Strategy was developed by **Sophia Krauel** in close cooperation with Dmytro Khilchenko and Marie Lazorenko.

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DISCLAIMER

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