EBU NEWS REPORT 2025

EUR(O)VISION NEWS
OPERATED BY EBU

LEADING NEWSROOMS

in the Age of Generative AI

FOREWORD

Do we realize how lucky we are? To be alive at a time as important as the arrival of the printing press, Michelangelo or Leonardo da Vinci!

With the explosion of Artificial Intelligence, we're witnessing not only a technological revolution - the most powerful in our history - but also a milestone in the history of humanity. And this is just the tip of the iceberg on how the world is changing. For some tech leaders, the last 30 years of digital technology - already so disruptive - represented just the base of a field hockey stick; and we're coming to the end of that base!

But while AI offers opportunities to improve the efficiency and quality of journalism, it also poses complex challenges relating to strategy, costs, business models and reliability. Media, whether public or not, need to strike a balance between technological innovation and preserving their core mission: providing reliable, relevant information to their audience.

Yet the current acceleration is not without danger for us journalists, for our newsrooms, our mission and, ultimately, for citizens and democracy. The stakes are therefore at least as political as they are technical. Especially at a time when technological authoritarianism now reigns in both the US and China, the two great countries of AI.

In the hands of private companies, AI is being deployed without control, without rules, without explaining how it makes its decisions, while national and European political leaders seem in no hurry to put in place effective safeguards against the rise of disinformation and the plundering of the intellectual property of authors and the media.

This is why the EBU News community, concerned about the privatization of our public space, has been working over the last few months, at the request of the Executive Board, on a code of good practice that we will be submitting to the major AI platforms.

Basically, we're saying to them that:

- News content must only be used in generative AI models and tools with the authorization of the originator.
- The value of up-to-date, high-quality news content must be fairly recognized when it's used to benefit third parties.
- Accuracy and attribution matter. The original news source underlying AI generated material must be apparent and accessible to citizens.
- Harnessing the plurality of the news media will deliver significant benefits for AI-driven tools.
- We invite technology companies to enter a formal dialogue with news organizations to develop standards of safety, accuracy and transparency.

So, yes, we're glad and lucky to be living in historic times. But, in an area so central to our democracies, beware of the elephant in the room: the loss of human control.

Because, as an eminent member of the EBU Executive Board said recently: "If we lose control of the news, we are toast!"

ERIC SCHERER
Director News MediaLab and International Affairs at France Télévisions & Chair of the EBU News Committee

EXECUTIVE SUMMARY

The development of generative AI-driven technologies since the publication of the previous EBU News Report has been breathtaking. Still, most of the news industry has moved cautiously, busy researching and testing which features could make news production more efficient, reach broader audiences and add real value to journalism. The following observations focus on the experiences of newsroom leaders and address the big picture:

Perceptions from the newsroom:

- Newsrooms increasingly use AI tools for improving internal processes through custom GPTs or features built into their CMS to enhance performance – but also for developing public facing formats like chat-style queries about news content, personalizing the news experience and soliciting and/or structuring user contributions.

- Newsroom leaders are generally quite satisfied with using generative AI tools for everyday tasks that don't require perfect results, like translation, transcription, and subtitling. They have observed massive quality improvements and feel they can serve audiences better with less effort.

- Newsroom leaders are hesitant to implement more sophisticated audience-facing products because of prevailing accuracy problems. There are technical fixes for some of these which require additional resources. Newsrooms still consider having a 'human in the loop' necessary, perhaps even an asset. It does however constrain the scaling at speed that AI promises.

- Newsroom leaders are generally happy with the extent to which staff is interested in AI, and ready to experiment with and use AI tools. Initial fears about digital divides have not materialized. But there are worries about laziness and hidden usage of certain AI tools. Others think newsrooms worry too much about efficiency improvements and invest too little in equipping journalists to tell better stories with the support of AI.

The big picture:

- There is a mismatch between the speed of progress by tech providers and the capacities of media organizations to determine the potential usefulness and risks associated with new models and tools. Evaluation, testing, and implementation take time.

- There is still very little cost-benefit evaluation and impact measurement when media companies use AI. Clear KPIs are missing. Also, calculating risks is difficult, since the business models and price policies of tech providers are unclear, but dependencies are huge.

- Audiences around the world have taken to using AI tools, particularly people in urban areas and in the student population. This means that media organizations not only have an important role in educating the public about AI, but they also need to make a strong case for the importance of quality journalism to society and democracy.

- The big issues about data usage, copyright claims, and participation in potential economic gains of the AI economy have remained largely unsolved, as have concerns about resource and energy usage. Media leaders consider it essential for their organizations and the tech industry to cooperate if the goal is a healthy information environment.

- While misinformation – with or without the contribution of AI – is acknowledged as a significant challenge for media organizations, AI-supported verification tools and techniques are also becoming more sophisticated. Some media leaders are worried about deep fakes on a smaller, individual scale that don't receive media attention and can still destroy lives.

- For journalism to survive and flourish in the age of generative AI it has to provide additional value, for example with investigations, brilliant storytelling, uniquely human features like voice and personality, accountability and community connection. It will be essential for media organizations to be a trusted partner of the audiences they serve.

CONTENTS

INTRODUCTION

AI IN NEWS: THE REALITY CHECK

"The AI hype is over. It is time to make journalism front and centre again." This is how media managers in charge of AI innovation tend to describe the overall mood in their companies in year three since the launch of ChatGPT. The playfulness and experimentation that stirred excitement in many newsrooms has been essential for understanding the potential and limitations of generative AI. Now, though, three realizations have sunk in: developing, implementing and scaling effective AI solutions is hard work, rushing into it without a strategy is too expensive, and – importantly – audiences matter most.

For AI-supported innovation, there must be both an internal and external focus on the newsroom and on the audience. Internally, the aim is to get staff to use the new tools to improve efficiency as well as the quality of the journalistic output. Externally, it means reaching and satisfying the news needs of its audience, while staying relevant, connected and trusted. AI solutions are favoured if they help achieve these goals. The rest is noise. The comprehensive 2024 EBU News Report "**Trusted Journalism in the Age of Generative AI**" surfaced one guiding hypothesis: While (generative) AI can enhance the practice of journalism, it might diminish its visibility and therefore further threaten its business models.

Leading Newsrooms in the Age of Generative AI is based on 20 in-depth interviews with AI directors, newsroom managers, and AI experts and draws on the latest research in the field. It is intended to be complementary to the 2024 report but can also be read as a stand-alone publication. The report focuses on leadership challenges and strategic questions that have emerged in recent years when newsrooms are faced with the implementation of AI-based solutions. It also discusses current examples and use cases which newsrooms have tested and implemented, either aimed at bringing staff along or enhancing the audience experience. As with all EBU News Reports, it is intended to be constructive, instructive and encouraging.

Moving fast, moving slow: What has happened since the 2024 report – and what hasn't?

In the media industry, speedy experimentation with generative AI has given way to diligent development and implementation since the research for the previous report was concluded. Meanwhile the pace of progress in the tech world is breathtaking. The industry is delivering generative AI-based models and tools at speed, while increasingly comprehensive research tools and reasoning models are emerging. A shift is occurring from AI as an assistant to AI as an agent, giving it more autonomy. Existing services such as automated translations and transcriptions have seen massive improvements in quality, even in minority languages.

While major developments remain concentrated among a few big players in Silicon Valley, this dominance was challenged with the launch by DeepSeek, a Hangzhou-based Chinese AI company, of an open source large language model (LLM) in January 2025[1], which had similar functionality but is a lot less costly and energy-consuming than its US counterparts. Experts predict that the possibility of producing LLMs with less resources is likely to spur AI innovation around the world, particularly in the Global South. As an article in Foreign Policy concluded: "AI's Efficiency Wars have Begun."[2]

1 Eduardo Baptista, "What is DeepSeek and why is it disrupting the AI sector?", Reuters, 28 January 2025.

2 Sarosh Nagar, David Eaves, "AI's Efficiency Wars Have Begun", Foreign Policy, 5 February 2025.

The international political environment for AI innovation has shifted dramatically with the election of Donald Trump, with the US President even giving X (formerly Twitter) owner Elon Musk a role in government. The US tech industry's alignment with the new administration, symbolized by the picture of the US tech CEOs in the front row at Trump's inauguration was almost mirrored by China's president Xi Jinping meeting Chinese tech bosses to outline the future.[3] In Paris, President Macron's AI Action Summit was noted for the pressure on the EU's regulatory approach and the lack of UK participation in the final communiqué.[4] As Ezra Eeman, Director of Strategy and AI at the Netherlands' public broadcaster NPO warns, "the tech companies are clearly lobbying for less oversight and taking away safeguards. AI was already a power game between a few big companies, but these companies are now very close to political power as well."[5]

On the tech front, the advent of 'agentic AI' has created a buzz. Open AI manager Colin Jarvis proclaimed 2025 to be "the year of agents" when speaking at the DLD innovation conference in Munich, and representatives of the tech industry were predictably confident about its capabilities. In contrast to AI assistants that make suggestions and serve their users regarding the completion of a particular task, agentic AI can proactively optimize for certain goals and make autonomous decisions to achieve these in a sequence of tasks without consulting a human in the process. The hypothesis is that as these agents will be programmed to compare sources and potentially opt for the most reliable, they will provide more trustworthy information.[6]

MIT Professor Pattie Maes questions the way these agents are sold to companies and the public: "A huge problem with agentic systems will be that we think they are intelligent and behave like us, but they don't. And it's not just because they hallucinate. (...) It might be possible to build agents that have the right level of self-awareness, reflection, and judgment, but I have not heard many developers openly think about those issues." (**See Q&A with Pattie Maes, page 46.**) However, the capacity of these agents is still at an early stage and as information silos are already an issue, with agentic AI, they may become the norm.

Meanwhile, audiences have begun using generative AI-based tools in large proportions – actively and passively, particularly in the urban areas of the developed world. It is hard to find a student who doesn't use ChatGPT or equivalents when working on term papers, preparing for exams or presentations. In February 2025, OpenAI claimed that they were reaching about 400 million people each week.[7] Even people who haven't actively made generative AI part of their toolbox are nudged to use it wherever they are in the digital world. Generative search provides short text summaries on top of Google queries, Microsoft has Co-pilot as part of its office systems, Adobe an 'assistant', chatbots answer queries on many sites, YouTube provides transcripts and software on email services and social media platforms have AI draft suggestions.

In media, most larger companies have appointed AI directors or similar, making the push for AI solutions a full-time job while deliberating on their strategies and relationships with third party platforms. Deals between big names in the media and AI companies are multiplying, while others are moving cautiously to align their approach. Some are blocking AI crawlers, others have opted to sue for copyright breaches.[8]

3 Even Alibaba CEO Jack Ma was present, having not been seen in public for five years. Reuters, "China's Xi holds rare meet with business leaders amid US tech rivalry", Reuters, 17 February 2025.

4 Dan Milmo, "Global disunity, energy concerns and the shadow of Musk: key takeaways from the Paris AI summit", The Guardian, 14 February 2025.

5 This was also reflected in the tech companies' submissions to the US AI Action plan which calls for the application of 'fair use' to the use of content on LLMs. https://www.platformer.news/ai-action-plan-submissions-meta-google-openai-anthropic/

6 See Mark Purdy, "What is Agentic AI, and How Will it Change Work?", 12 December 2024, Harvard Business Review.

7 AIN, "Chat GPT is used by one in twenty people in the world every week", 21 February 2025.

8 Sara Guaglione, "2024 in review: A timeline of the major deals between publishers and AI companies", Digiday, 27 December 2024. Charlotte Tobitt, "Who is suing AI and who's signing: 14 publishers join lawsuit against start-up Cohere", PressGazette, 14 February 2025.

Meanwhile, individual journalists have become front-runners in using AI to improve elements of their journalism.[9]

But there are also a few things that haven't materialized as expected. There are still big questions about viable business models, not only for media companies but also for Big Tech itself. It remains to be seen if AI companies can generate enough income via subscriptions and licenses to account for the massive investments needed in developing competitive products. Media companies have yet to examine how an investment in AI measures up to their major goals of efficiency in the newsroom and enhancing the audience experience. Anne Lagercrantz, Director General of Swedish SVT, says: "We are increasing individual efficiency and creativity, but we're not saving any money. Right now, everything is more expensive." (**See Q&A with Anne Lagercrantz, page 50**).

As Felix Simon, co-author of the 2024 EBU News Report and research fellow at the Reuters Institute for the Study of Journalism at Oxford University, puts it: "The evaluation of AI efforts is still more an art than a science, and it is seldomly clear what benefits AI actually brings and what the metrics for success are." Nor have there been the industry wide deals between the media industry and the AI companies hoped for by 72 percent of respondents in the Reuters Institute's 2025 survey of media leaders.[10] Developments that have occurred have been individual, localized and time-fixed. The EBU is set to assume a major role in spearheading an initiative called News Integrity in the Age of AI. This aims to establish a set of basic principles of engagement between professional media and technology companies for the "safe and reliable" deployment of AI as it impacts on news and information.

There is a continuing focus on hallucinations as a problem, with AI's scraping of information from trusted media brands prone to generate inaccurate or entirely mistaken results (see Chapter 3). This is why media organizations, particularly those from public service media, are hesitant to provide too many audience-facing products and allow open access to its content. There is caution, too, in the use of AI in the newsroom, which is understandable given the rapid speed of development and the need to have a stable production system. As Charlie Beckett, professor at the London School of Economics and director of the JournalismAI project says: "They are creating some tools. But 90 percent of their processes are untouched. (...) The big door opener will be when it becomes part of their CMS." There are a few companies like the Danish JP/Politikens Media Group who are already transforming their editorial systems (see use case #11 in the **2024 EBU News Report** and **Q&A with Kasper Lindskow, page 56.**). For most media organizations, AI remains a work in progress.

9 The New York Times outlines ways its journalists are already using AI.

10 Journalism and Technology Trends and Predictions 2025, Reuters Institute.

WHAT HAS AND HASN'T HAPPENED SINCE THE 2024 EBU NEWS REPORT:

- ✔ Tech has developed rapidly, as witnessed in agentic AI, new models, and AI featuring in search and everyday software.
- ✔ Mundane tasks like translation and transcription have seen massive improvements in quality.
- ✔ The political shift in the US has led tech companies to prioritize speed over ethical concerns.
- ✔ The launch of DeepSeek in China has increased global competition and an efficiency race.
- ✔ Tech companies and some media have struck new deals; others have engaged in new copyright lawsuits.
- ✔ Sizeable parts of the public have adopted the use of AI tools.
- ✔ News organizations have made progress in AI implementation.
- ✔ Individual journalists have made AI part of their toolbox.

- ✘ Business models are still unclear – even for tech companies.
- ✘ Media companies haven't measured their return on investment for AI innovations.
- ✘ The media does not have a joint bargaining approach in dealing with tech giants.
- ✘ Copyright issues have not been resolved.
- ✘ Persisting accuracy and hallucination problems have made media companies hesitant to launch audience-facing products.
- ✘ AI is still siloed in media companies; most processes have remained untouched.
- ✘ Many newsrooms still lack AI policies, particularly smaller ones.
- ✘ There is still no clarity on how jobs and roles will be affected by AI.


CHAPTER 1
NEWS
Top News
World News
Business
Money
Sport

INSIDE THE NEWSROOM

In 2025, most newsrooms that have been testing and implementing generative AI-based solutions exude a spirit of realism. Yes, there is hope, together with some evidence that AI will support news organizations in reaching broader audiences. But while the range of opportunities is huge, adjusting them to the needs of an industry that builds on audience trust and credibility is hard work. Jyri Kivimäki, Executive Producer AI & Editorial Solutions at Finnish public broadcaster Yle says that one of his roles is to temper the excitement around a new development. "Quite often, my job is trying to find a sweet spot between the expectations versus the reality." Minna Mustakallio, Yle's Head of Responsible AI, adds: "Those tools themselves will not solve anything. When we have technology projects, the success depends on how people actually work in the new processes and solutions."

At this stage, many newsrooms regularly use AI for backend automation and distribution purposes, even though a much wider range of applications is possible (see Figure 2). Content creation plays a smaller role, as the Reuters Institute's 2025 media leaders survey revealed (see Figure 1). Unsurprisingly, AI implementation runs into the same difficulties as innovation and change projects everywhere. AI managers find it hard to break through silos and convey the urgency of change, while staff is often unimpressed or at odds with advocated solutions. An FT Strategies survey at 19 news organizations[1] with more than 1900 participants revealed that management shows more optimism about the opportunities AI provides than 'regular' employees, who tend to be worried about inaccuracies and feel badly informed about the underlying vision. "It might be technically impressive, but it's practically useless to us" is the telling title of a journal article based on interviews with Chinese journalists.[2] One of its contributors, Felix Simon of the Reuters Institute, sees a common challenge around the globe: "Successful AI integration is often made more difficult by organizational silos, unclear goals, and muddled structures of responsibility."

A peek at the action part I: expanding and connecting with audiences

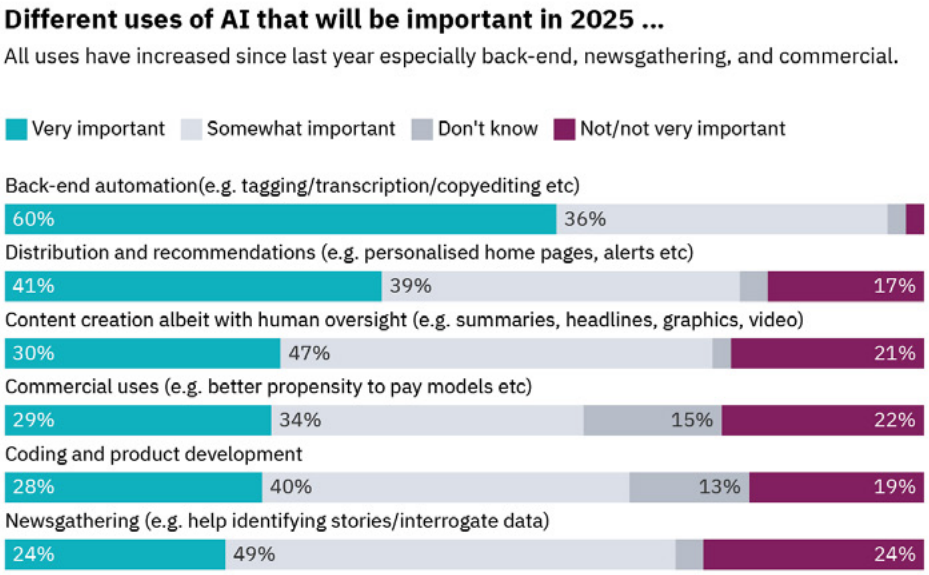
Many news organizations have made considerable progress in helping journalists, streamlining processes like verification and comment moderation, and providing better access by overcoming barriers such as language. Generative AI has also helped connect with audiences by providing a back channel and bringing people's concerns into the public conversation. Minna Mustakallio of Yle says: "Our goal is to reach the right people at the right time in the right format, because we want to have a position in people's lives. And without AI we couldn't provide that very personalized offer. We have been using it a lot to add voice to where there is no voice, add text where there is no text." AI translation also helped Yle reintroduce its Russian language news service which had been lost in cutbacks.

Creating multi-language versions of the same material is one of the greatest benefits so far, particularly for those in small or multilingual countries. A notable example is the A European Perspective[3] news service featured in the 2021 EBU News Report where participating EBU members publish AI assisted but human-verified translated stories. Gemma Mendoza, Chief Digital Officer at Rappler in the Philippines (founded by Nobel Laureate Maria Ressa), is struck by the ability

1 Tim Goudswaard, Aliya Itzkowitz, "Research: EMEA news staff is optimistic about AI but organisations lack alignment, clarity," Inma, 11 March 2025.

2 Xiao, Q., Fan, X., Simon, F. M., Zhang, B., & Eslami, M. (2025). "It might be technically impressive, but it's practically useless to us": motivations, practices, challenges, and opportunities for cross-functional collaboration around AI within the news industry.

3 A European Perspective – Connecting a continent through trusted news



Q17. To what extent will the following uses of Artificial Intelligence (AI) and Generative AI be important to your company in 2025? *Base = 297.*

Figure 1: Source: Reuters Institute's 2025 media leaders survey, Nic Newman, Federica Cherubini

of models to cater even to local languages. "The translation quality is surprising, considering that no Filipino companies are developing major LLMs."

Olle Zachrison, AI Director at Sveriges Radio (SR) in Sweden and co-author of the 2024 EBU News Report, links AI to public service media's mission: "Accessibility is a big thing in public service media, and we think this argument trumps the need of being 100 percent accurate. It has become almost a silver bullet for us in taking bolder steps that we can link to our public service mission." (**See Q&A with Olle Zachrison, page 59** and **use case #1, Audio-focused Text Generator, page 32.**) Laurent Frisch, Head of Digital at Radio France, backs up the claim. "We have been working with associations of hearing-impaired people on the user experience of audio transcripts and how to deal with mistakes, and their feedback was very good."

Additionally, AI has vastly expanded opportunities in switching between formats to reach audiences on different platforms. Bayerischer Rundfunk (BR) in Germany uses an AI writing assistant to help journalists create versions of stories for different platforms, making it easier to cater to the different needs of TV, radio, and online services. The BBC is using AI to expand the live text coverage of local football by creating transcripts and summaries from the radio commentary (**see use case #2, Automated Live-Pages, page 33**).

The appetite of audiences for stories from their regions has also been at the centre of an innovation by BR: users can customize the broadcaster's offering for the area they live in (**see use case #3, Regional Update, page 34**). To Uli Köppen, Chief AI Officer at Bayerischer Rundfunk (BR), this is the way to proceed amid the increasing customer demand for personalization – while still honouring the public service mission to inform people of what matters and not narrow the offer down to individual topics of interest. (**See Q&A with Uli Köppen, page 62.**)

Rappler which originated as a digital organization is noted for being very tech minded. The newsroom is using generative AI to generate video from text news stories to facilitate access to audiences on streaming services. An editor must approve the results, which Gemma Mendoza still finds a bit formulaic: "I wouldn't call it a magic pill. But it helps to plug information gaps on certain platforms." Giving more audiences a voice has always been key for Rappler.

Experimenting with tools like an AI-supported public consultation has helped with this (**see use case #4, aiDialogue, page 35**). Rappler has also introduced a conversational chat bot which interrogates their own content to respond to queries about news items covered. The service is only available on the app as an incentive to downloading it. It has proved popular but has had some misinterpretations - even though it comes from their own verified content. Sveriges Radio (SR) has introduced an equivalent service which they developed using the EBU's NEO technology to improve the accuracy of response (**see use case #5, News Queries and Engagement - NEO, page 36**).

Including more audiences in the public conversation is a strategic goal of many organizations. Radio France was quite successful with soliciting and structuring listener questions from 40 regions for an interview with the French prime minister that was conducted just hours later. And BR is set to supplement its AI-based comment moderation tool (**See use case #12 in the 2024 EBU News Report**) – with a public facing feature, a 'comment digest' that summarizes and structures comments. NPO of the Netherlands is using an "avatar focus group" to make sure their journalism includes a broad variety of perspectives (**see use case #6, Digital Twin for Audience Representation, page 38**).

A peek at the action part II: improving and enriching the story

Many newsroom managers are excited about how AI can help individual journalists do their job better, ranging from improving their research to delivering the final story. There are huge opportunities for data journalism and stories that can be transformed with video animations or artificially-created voiceovers. Ezra Eeman of NPO points to a case of a longform article being transferred to a longform video, saying: "AI can help you to unlock new story formats with a much smaller setup."[4] He believes reasoning models will be of great help for the journalist while doing research, breaking down different steps and spotting gaps.

Swiss RTS has developed a tool called BakerStreet (**See use case #7, Story Angle Generator, page 40**) which generates ideas on how to follow up breaking news stories with new angles. It corresponds with the assumption that news consumers demand more from news than just being updated; they want to learn, be inspired, feel connected and get perspectives.[5] SR in Sweden found the tool so compelling that they adopted it for their own needs as 'angel buddy' (vinkelkompisen), demonstrating the value for experience sharing (**See Q&A with Olle Zachrison, page 59**).

Some in the industry worry that AI will not only be used to relieve journalists from tedious and exhausting tasks but also to replace them in roles that matter to them, be it as storytellers or talk show hosts by using voice clones on air. Even public broadcasters, which are careful by default, have already used artificial voiceovers on a case-by-case basis, to protect sources in investigative reporting or to increase intimacy in documentaries by inserting the voice of a protagonist who was already deceased, for example. Robert Amlung of ZDF is convinced that voice clones will become a regular tool in storytelling "because it is just so practical". However, LSE Professor Charlie Beckett doesn't expect human news readers to be replaced by avatars any time soon. "There's not much of a point to it. You are just devaluing your product. In that information environment, what is going to stand out will be the human stuff."

Newsrooms have also implemented AI assistants that are expected to 'learn' individual journalists' styles and preferences to adjust the tone of voice and avoid certain phrases. An editor at Yle developed a tool that is now called 'Jerry the Jargon Officer' which goes through news agency copy to make sure the language is high quality and clear. Minna Mustakallio says: "It is not only about efficiency. It is about effectiveness: making our journalism

4 Jaemark Tordecilla, "Transforming Longform Text into Multimedia using Generative AI", Medium, 5 February 2025.

5 This corresponds to the "user needs model" that was first developed by the BBC and has been widely adopted and used in newsrooms internationally.

better." The BBC have been trying to customise LLMs to produce stories according to BBC style and editorial guidelines.

Part of making journalism better is also to check reporting for bias and uncovering data that hasn't been published before. Raama Sharma, Independent Consultant and Coach, How We Do This Ltd., recommends cross-checking with different models. But when working with LLMs, journalists need also to bear in mind that the available data does not fully represent their societies. In their focus on predominantly male expert voices, politicians, and business leaders, traditional media have often failed to include important perspectives.

Ezra Eeman suspects that the largest quality gains facilitated by AI have not been made because official policies favour efficiency gains as the priority. "The biggest adoption of AI in the newsroom is currently on a personal level, but it is very much hidden." There is a huge gap between individual use of AI compared to how newsrooms have really thought about things like 'how does it help our reporters, our storytelling'. This gap seems to be particularly large in smaller organizations and the Global South. A study by the Thomson Reuters Foundation found that 80 percent of the surveyed journalists used AI tools on a regular basis but only 13 percent of them had an AI policy in their newsroom. More than half of them voiced ethical concerns because of this gap.[6]

Bringing people along: between rogue adopters and silent resistors

Considering the hesitancy most legacy media newsrooms displayed decades ago when they were forced to adjust to online journalism and social media, AI seems to be met with much more openness. Some organizations are trying to harness this personal interest and the general excitement around AI to the benefit of their companies. Take for example CBC's AI project accelerator, a funding mechanism to spur AI innovation across the organization. It is already a success, says Roma Kojima, Senior Director Enterprise Audience Data and AI at CBC: "We had close to 50 applications in the first round. And these were fully fleshed out proposals that had already received their leadership's endorsement." (**See use case #8, AI Project Accelerator, page 42**.)

Levels of enthusiasm differ, of course. The situation Kasper Lindskow of JP/Politikens Media Group describes may be typical. He identifies three groups: one consisting of between 10 and 15% of staff who are enthusiasts and experimenting of their own initiative, another small group who have no interest at all, and the majority (between 70 and 80%) who are interested and prepared to try it. "From our perspective, the most important part of rolling out AI is to build tools that fit that group to ensure a wider adoption," he says.

Contrary to expectations, the tech staff at media companies are not necessarily the first movers. Several interviewees say many developers are worried about their jobs as AI replaces coding. But there may be another reason, according to Jyri Kivimäki of Yle: "If you are aware of how the technology works, you are maybe a bit less enthusiastic and more realistic about what it does." To encourage AI adoption, Yle has built YleGPT, a tool that helps staff to experiment and test AI in a safe environment (**see use case #9, Newsroom Tool YleGPT, page 44**). This has turned out to be an innovation engine. Three out of four people in the newsroom use it regularly, which according to Jyri Kivimäki has helped with the acceptance of AI without the risk of leaking data or public mistakes: "At the moment, we definitely want a tool that makes sure that shadow AI is not used in our company."

The irresponsible use of AI tools seems to be a bigger challenge than motivating staff for some. Robert Amlung, Head of Digital Strategy at ZDF German TV, says: "It is the biggest risk that people who use it don't know what they are doing. (...) What I fear most is that users are too lazy to think." Time pressure in the daily news business can be another challenge. This is what Uli Köppen

6 Damian Radcliffe, "Journalism in the AI Era – A TRF Insights survey", Thomson Reuters Foundation.

observed when updating internal guidelines for the use of AI at BR. "We started off by saying, here you have 10 questions that serve as guardrails for you, and you can make informed decisions within them. (...) But people didn't want that. They have come back to us saying, 'I really want rules." Laura Ellis, Head of Technology Forecasting at the BBC, worries that an overly defensive approach to AI could discourage particularly young talent from joining the BBC. "I have met young people who already live in this generative AI world, they use it on every step they take. For them it could be a deal breaker." The BBC has published quite extensive guidance on the use of AI in their newsrooms.[7]

Working the tech: building, buying, structuring

Whereas digital divides in the workforce can likely be bridged, the capacity gap between large and small organizations is expected to grow. Larger organizations can invest in AI labs that can experiment safely, build their own tools, license models and even strike deals with AI companies. Smaller newsrooms must rely on ready-made tech while making sure staff is not messing up with tools that are unsafe.

But even for big players, being a first mover is not always smart. Edmundo Ortega of the AI-focused executive education programme Section recommends building only when the solution that needs to solve a core problem will generate a competitive advantage and create value. "Following AI hype will cause you to make costly mistakes – whether you adopt something generic before realizing it doesn't do what you expected, or you build something before thinking about the real value it adds. (...) If what you need isn't possible right now, chances are it will be soon. So, if you can't pin the value on the AI solution, start getting comfortable with waiting as a strategy," he writes.[8]
Ezra Eeman of NPO says that while the investment strategy may depend on the size, mandate and role of the organization, it is important to bridge any expertise gap that may exist in the organization as the AI offering becomes more complex: "Many people don't even understand the basics, let alone when they have to choose between 30 models. That means that the gap between those who know and can use it at an expert level, and those who don't know is becoming increasingly bigger."

A crucial task for organizations in the AI-informed world is to get their data in order. If chat assistants or AI agents are given access to archives, for example, organizations better make sure these are clean. Uli Köppen regards this as one of the major projects at BR: "We need to pool all kinds of our data. Like all legacy newsrooms, we do have a lot of different systems and APIs between those systems, but the next step is to build a great infrastructure to use it for analysis, for AI, and for all kinds of automation."

7 BBC, "Guidance: the use of Artificial Intelligence".

8 Edmundo Ortega, "Buy, Build or Wait: The Leader's Guide to AI Adoption".

AI areas for journalism

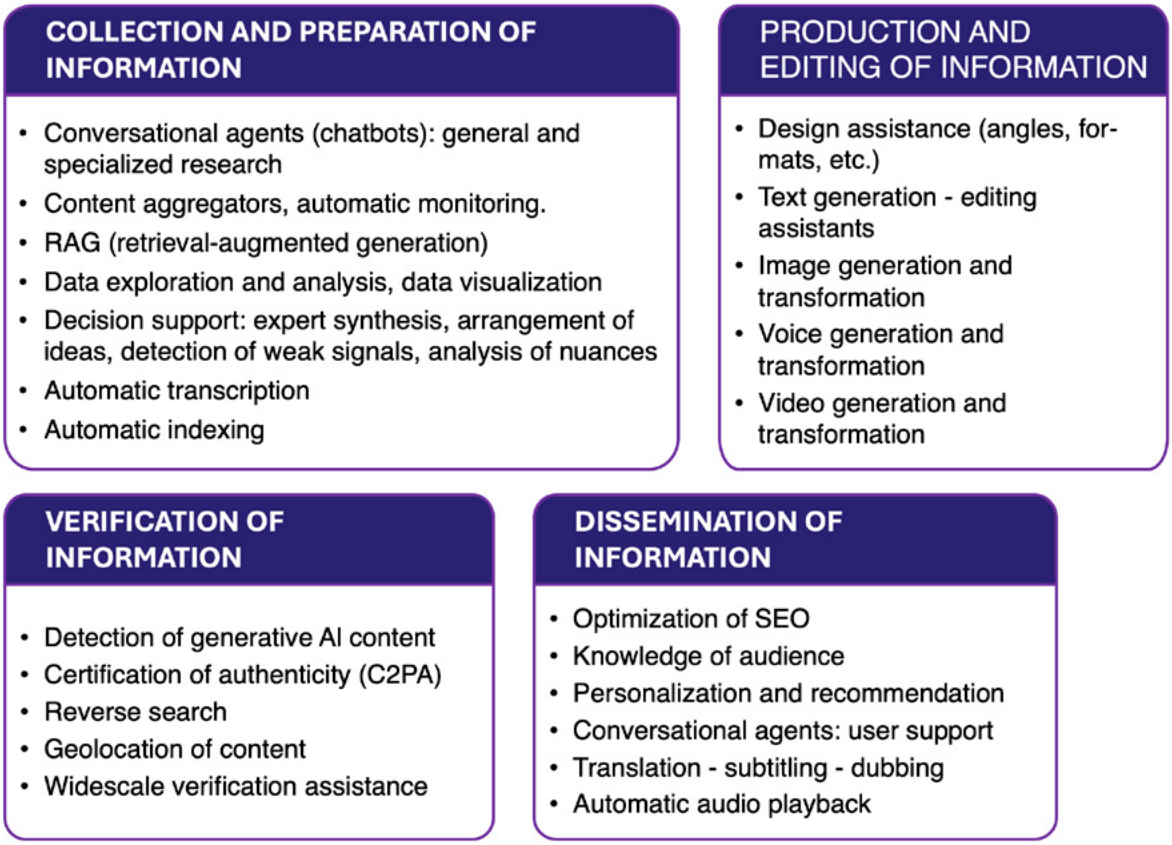


Figure 2: Mapping AI Areas for Journalism, INA (Institut National de l'Audiovisuel), France


Check it Out
CHAPTER 2

THE AUDIENCE CONNECTION

Building and maintaining trust and credibility with audiences is essential for journalism to keep its legitimacy. This is true for all news media, but particularly for those with a public service mandate, who retain significant trust levels which must be protected and improved.[1] This explains why – like news agencies – they tend to approach AI in a particularly cautious manner: they have a lot to lose. As generative AI is a new and fast developing technology, it is important to evaluate how the public might react to its use, from straightforward tasks like translation or summaries to more dramatic interventions like automated cloned voices, AI-generated video, or replacing journalists with avatars.

Since the publication of the 2024 EBU News Report on AI, several studies have revealed that the public has quite a nuanced perspective on when it is okay for journalists to use AI and when it is less so. People don't seem to mind so much when newsrooms use AI in ways that they are using the tools themselves, such as searches or spellchecking. They tend to be quite sceptical, however, when AI replaces humans, particularly in serious subject matters, such as political coverage.[2] In addition, audiences have reacted positively to some AI-based applications used by newsrooms, in particular automated subtitling or transcription. In these use cases they tend to be more tolerant of occasional mistakes, because the benefits to them outweigh the costs. It remains a dynamic question, as the attitude to AI use is likely to depend on the individual's experience. According to a March 2025 report by Elon University, one out of every two Americans using LLMs are doing so more often in their personal lives than at work. Two thirds of those have verbal conversations with LLMs – and about half think the models they use are smarter than they are.[3]

Beware of audience perceptions and digital divides

This doesn't mean though that journalists and newsrooms should let their guard down and relax. First, being conscientious is important since audiences do care, particularly about the quality and trustworthiness of information. Research has revealed that despite – or maybe even because of – all the debates about declining trust and politically fuelled criticism of the news media, journalism continues to have a significant place in many people's lives. According to Amy Mitchell, Executive Director of the Center for News Technology and Innovation (CTNI), their focus group research has found that rather than experiencing news passively, consumers of journalism were quite diligent when it mattered: "I have been struck by the consciousness that people have about the way they go about getting informed and when they're choosing to go deep on something or when they know they should be cautionary." (**See Q&A with Amy Mitchell, page 66**.). Newsrooms need to support audiences in these efforts, because their business models particularly rely on those who take journalism seriously.

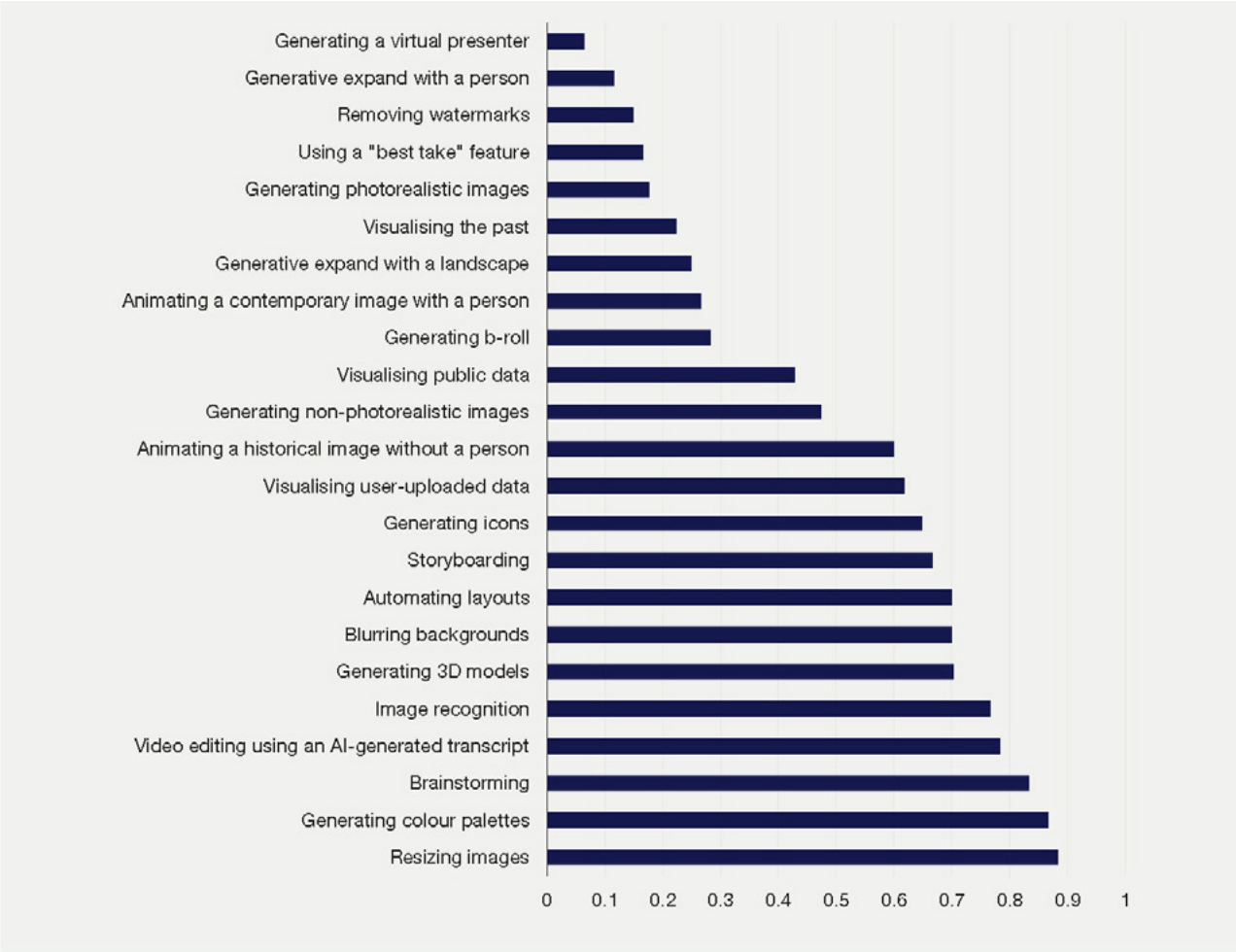
Further studies show many people do think about the unique value of journalism. A study published by RMIT University in Melbourne concluded that "audience members were concerned that AI-generated or edited journalism was inferior to human-produced journalism and that computer-generated or edited journalism lacked uniquely human traits of sensitivity, adaptability, humour, and empathy. Audiences were also concerned that

1 According to the EBU's Media Intelligence Services (MIS), public service media news is the most trusted in 30 of 33 European media markets, including in 26 of 28 EU markets. The Digital News Report of the Reuters Institute at Oxford University provides similar results.

2 See for example the 2024 Digital News Report of the Reuters Institute for the Study of Journalism, University of Oxford, with an excerpt by Amy Ross Arguedas, "Public attitudes towards the use of AI in journalism", retrieved on 3 March 2025.

3 Lee Rainee, "Close encounters of the AI kind: the increasingly human-like way people are engaging with large language models", Elon University, 12 March 2025.

Percentage of audience comfortable with each use case of AI in journalism



Overall, by category, participants were most comfortable with use cases in the "enriching and brainstorming" category and less comfortable with those in the "editing" and "creating" categories.

Figure 3: News Audience Comfort with various use cases of AI in journalism, RMIT University Melbourne.

fewer journalists might be employed if AI could make newsroom processes more efficient and worried about the effect on democracy of having fewer journalists employed and able to hold power to account."[4]

Secondly, there are significant dangers if the impression is given that it is AI at work rather than journalists, as this could undermine their legitimacy as guardians of democracy. As one participant in a CNTI US focus group put it: "In my opinion, if they are using AI, then what is the need for reporters in the first place?"[5] Thirdly, journalists shouldn't underestimate digital divides. The uptake of AI usage varies significantly among countries and between urban and rural areas, as OECD figures reveal. Particularly public service media shouldn't expect everyone to be familiar with generative AI, even though it might seem like it at times. Newsrooms must be aware of the need to educate the public on these technologies and recognize that being transparent on their own usage of AI is just one way of doing that.

That said, there seems to be a missing link in many news organizations between those who work in technology innovation and those who report on AI. Journalists must not underestimate the impact of their organization's technology coverage on audience perceptions. If the general reporting tone is sceptical, skews towards

4 Thomson, T. J., Thomas, R. J., Riedlinger, M., & Matich, P. (2025). Generative AI and Journalism: Content, Journalistic Perceptions, and Audience Experiences. RMIT University.

5 Celeste LeCompte, Amy Mitchell, Samuel Jens, "Focus Group Insights #2: Perceptions of Artificial Intelligence Use in News and Journalism". CNTI

sensationalism, or is overhyped, media outlets shouldn't be surprised if transparency on their AI usage is met with public criticism.

Transparency and building trust

A key question is how much transparency about AI the public values – and when it is likely to backfire. Too much emphasis on how AI has helped here and there might convey the impression that media organizations want to pass on their responsibility for mistakes. Rachel Botsman, a leading thinker on trust, defines the concept as "a confident relationship with the unknown."[6] It is likely that audiences who trust their favourite media brands simply expect them to assume full responsibility for their output, regardless of which tools or technology they use.

Jyri Kivimäki of Yle says that they have had to rethink their policy: "We started labelling AI summaries, telling users that this was created with the help of AI and checked by a human. And it makes our readers angry. If we mention AI, they are like, 'you lazy people. Do your work. I don't care what you use for it'." Most likely, different approaches need to be tested to get the right balance between what reassures and what annoys.

At this stage, it seems, audiences don't have clear preferences. Felix Simon of the Reuters Institute says: "There is an emerging scientific consensus that the majority of audiences say they want at least some forms of content to be labelled, but there's little consensus on exactly what should be labelled. In general, people seem to see less need for labelling on behind-the-scenes tasks and more when generative AI is used to create media, especially where AI makes it more difficult to recognize the difference between an actual depiction of reality and the depiction of a generated, supposed reality."

Correspondingly, most newsrooms favour a nuanced approach. Laurent Frisch of Radio France: "We tell journalists that if the content they are delivering has been made possible thanks to AI, then we need to say that very clearly. If AI has just been a helper like Google search or Wikipedia, we don't need to say that." Peter Archer, Director of Generative AI at the BBC, says: "We will label the use of AI where there is any risk that the audience might be materially misled. This means any AI output that could be mistaken for real is clearly labelled. This is particularly important in news where we will also be transparent about where AI has a material or significant impact on the content or in its production – for example if an article is translated using AI." (**See Q&A with Peter Archer, page 69**.)

Others argue that simply labelling content doesn't go far enough. In an age when much content will soon be artificially generated, a standard would be needed – similar to nutrition labels on food. These could provide easy to understand signals about the origins of content – from fully AI-generated to fully human-made.[7] CBC's Roma Kojima thinks media organizations need to get involved in processes like the C2PA content credentials initiative:[8] "Things can look really real these days, particularly images and video. And you most likely consume them on your phone, scrolling fast. You don't sit there and scrutinize every single thing. That's why I think proactive labelling is a really important transparency tool."

Still, it is safe to say that to most people, results matter more than transparency. If flying is safer when the autopilot does most of the job, the treatment better when AI assists the medical diagnosis, the reimbursement faster when AI processes the insurance claim, so be it. As Minna Mustakallio says: "People don't actually care about AI. They are asking for better journalism, better media, something that makes their life better. So, we need to calm down and think what really makes sense."

6 Edward Felsenthal, "An Expert on Trust Says We're Thinking About it All Wrong", interview with Rachel Botsman in Time, 17 March 2024.

7 CNTI, "If, When and How to Communicate Journalistic Uses of AI to the Public", 8 January 2025. (Alexandra Borchardt was part of the expert group.)

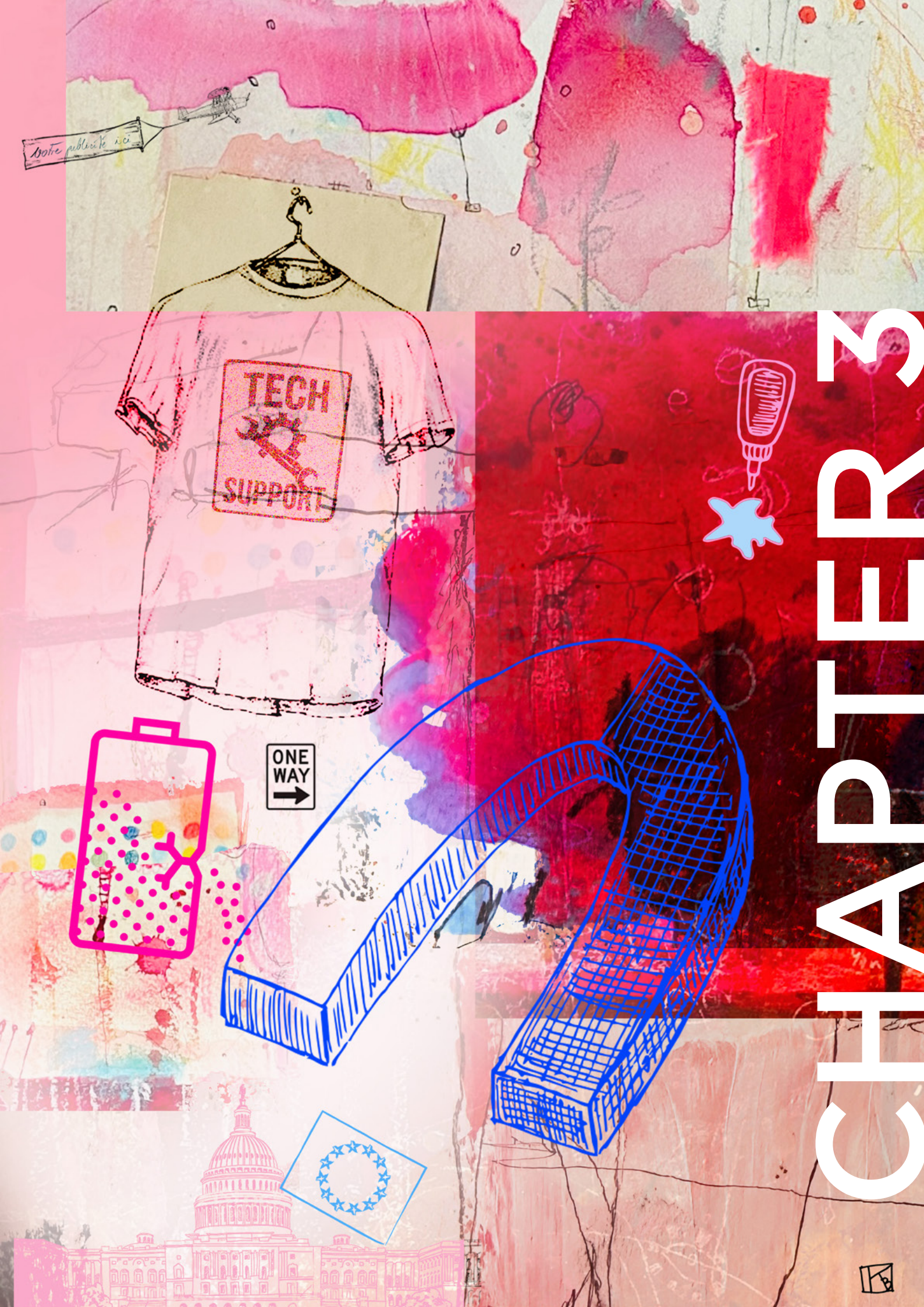
8 "C2PA content credentials initiative"

This is one reason why newsrooms are well advised to focus on the creation of additional value for their audiences rather than the packaging. Roma Kojima of CBC points to the work in the Public Spaces Incubator[9], an international project spearheaded by German ZDF. Its goal is to improve public conversations in the digital world. AI tools can be implemented to entice more people to contribute, to bring in more voices and to structure debates. But AI itself doesn't strengthen audience connections, newsrooms do.

Some fear that a world of entirely AI-mediated distribution could further alienate journalists from their audiences when these relationships are already sketchy. This is at a time when many newsrooms have been trying to rescue their business models and relevance by building stronger relationships with their audiences. They have also become more aware of conscious news avoidance, particularly by audiences they have not served very well in the past, as indicated by for example, the News for All report which documents how the media has failed parts of the public in the UK.[10] As Laura Ellis, Head of Technology Forecasting of the BBC, says: "Let's say we let an LLM rewrite stories for six different outlets, one for younger audiences, one for those who like text, one with pictures for those who don't. There's a slight danger that in automating you lose touch with those audiences, and you don't have anyone in your organization who can speak in that voice." If journalists want to better connect with their audiences in the future, building their social skills might be equally important to advancing tech skills.

9 "Public Spaces Incubator"

10 Amira Hayst, Hannah Clawson, Rhiannon White, Shirish Kulkami, Suzanne Clarke, "News for All", Media Cymru, February 2025.



CHAPTER 3

THE BIG TECH CHALLENGE

With AI playing a larger role in many people's daily lives, the influence of tech platforms is not only felt in news distribution and production but increasingly in how audiences find, consume, and perceive news. How will people find journalism when they move away from websites, apps, traditional search, and even social media? The drastic decline in social media referrals in recent years has been felt throughout the industry and particularly hit smaller players hard. In an analysis by FT Strategies, search referrals made up about 40 percent of total traffic in the data set the analysts used. While the disruption of search by generative AI offerings had not yet materialized, it posed an "existential challenge" for the industry, the authors concluded.[1]

The fierce competition of tech companies to be front runners in the AI age, exacerbated by the Chinese DeepSeek entering the field, doesn't help. Nor does the debate among the tech companies themselves between those in favour of accelerating development and those warning about catastrophic dangers. As CBC's Roma Kojima put it: "They are pressing the brake and the accelerator at the same time." The dependency on technology companies has very practical consequences for media managers who don't only need to make decisions on whether to engage in direct deals with AI companies – if they have the option – and having their data scraped, but also on software purchases and licensing. Soon, it may not be possible to distinguish products that use AI as it will be a component of all digital tools. The speed of development also means that initial agreements will become quickly outdated. As LSE professor Charlie Beckett says: "If your company is reliant on generative AI, what are you going to do when they suddenly put the price up fivefold, or they suddenly change what it can do?"

Kati Bremme, Head of Innovation at France Télévisions and co-author of the 2024 EBU News Report, highlights the potential societal consequences: "I get a strong sense of déjà vu as numerous media outlets dive into the jaws of major LLM providers, eagerly entering into contracts to preserve their existence in the brave new world of chatbots and agents. But in the long run, the access to intelligence itself might be at stake. We are still in a testing phase, a Wild West of freely available tools. However, considering OpenAI's tiered pricing model, which scales up from $20 to $200 to $20,000 per month, we can foresee a future where only the affluent have access to superintelligent assistants, while the less fortunate must make do with virtual interns of limited capability. This could undermine democracy."

Also, black-box style decisions made by tech companies will pervade everything digital up to the point that media managers don't need to make choices any longer, because all tools are fed by AI. As Laura Ellis of the BBC points out: "We are now faced with AI in everything that we do. We have to accept that the algorithms sitting alongside us is an essential part of understanding what it is to be human today. You are going to live your life against a backdrop of subtle or not so subtle nudges from AI."

Apart from these massive dependencies and the general speed of change, newsrooms are currently most worried about two challenges that emerge from the world of tech. Both are related to central aspects of journalism: accuracy and creativity.

Accuracy in a generative AI world

Those in the AI consultancy sphere are still trying to think big and envision a future of journalism where users pull nuggets of raw news content into their preferred format. Meanwhile, those on the ground struggle

1 FT Strategies: Reflecting on 'Journalism and Technology Trends and Predictions 2025' from the Reuters Institute

with the realities of hallucinations, mistakes, and inaccuracies. None of our interview partners were surprised when BBC research published in February 2025 revealed that about every second piece of news content produced by AI assistants using BBC material showed inaccuracies (**see Q&A with Peter Archer, page 69**.).[2] In early 2025, the BBC noticed factually incorrect notifications being attributed to them on some new models of Apple devices. Apple were using AI to summarize the BBC's (and other news organizations') genuine app notifications resulting in repeated and reputationally-damaging errors. After the BBC's public complaints, Apple "temporarily" suspended the feature.[3]

As the technology journalist Casey Newton of Platformer observed, AI "is more of a research and science story than a product one… Products need to work all the time not 80%."[4]

Newsroom managers emphasize that a firm and joint industry stance is needed to work on solutions together with the tech industry, assuming Big Tech is interested in a healthy information environment, and some of these initiatives are already on the way – notably News Integrity in the Age of AI, which is being led by the EBU. But given the extent of the inaccuracies this could take a while, particularly since in most organizations, industrywide collaborations tend to take a backseat to dealing with internal challenges – while at the same time US companies are pushing for a more liberal interpretation of fair use.

Hallucinations are a feature of generative AI because LLMs calculate probability rather than functioning as encyclopaedias. Some interview partners nevertheless emphasized that the level of inaccuracies was most likely not a purely technical issue for technology companies but rather a question of their business priorities. Laurent Frisch of Radio France says that tech solutions alone could help avoid many mistakes. When using GenAI for transcriptions, some editors noted that the LLMs were particularly bad at getting names right. Radio France now uses a second algorithm that compares the output with names in a database of frequently quoted protagonists. "This solution eliminated 90 percent of the mistakes. But we need to have smart engineers who are good with technologies to correct what AI delivers." German ZDF even founded a new company – ZDF Sparks – to work on those solutions with skilled staff. Its editors observed plenty of false positive results in off-the-shelf image recognition, for example. Robert Amlung of ZDF says that tech providers are often not interested in fixing flaws: "It is always a combination of content and business model." Smaller news organizations tend to lack those kinds of capacities. Providing smaller companies with tested and viable tech-solutions could be a new opportunity for public service media to foster public/private cooperations.

Newsrooms respond to the likelihood of mistakes and inaccuracies by following the 'human in the loop' rule: editors must check the major share of AI-produced public facing content. But this might undermine some advantages of using AI. As Felix Simon pointed out in an article for the Reuters Institute: "The promise of 'human-in-the-loop' approaches sits awkwardly alongside AI's central selling point: scalability. The notion of a human needing to validate or intervene in every decision fundamentally undercuts the idea of speeding up or scaling various tasks."[5]

But the challenge is not just factualness. For one, there is the issue of stereotypes and biases being amplified, depending on the material the LLMs have been trained on.[6] Generative AI delivers content with a particular tone of voice that might determine how recipients work with it. For example, it is prone to produce jargon, simply because jargon

2 BBC, "Groundbreaking BBC research shows issues with over half the answers from Artificial Intelligence (AI) assistants", 11 February 2025.

3 Natalie Sherman & Imran Rahman-Jones, "Apple suspends error-strewn AI generated news alerts", BBC, 17 January 2025.

4 "Apple's Siri-ous Problem + How Starlink Took Over the World + Is A.I. Making Us Dumb?"

5 Felix Simon, "Neither humans-in-the-loop nor transparency labels will save the news media when it comes to AI", Reuters Institute for the Study of Journalism, 21 November 2024.

6 See for example on racism: Valentin Hofmann, Pratyusha Ria Kalluri, Dan Jurafsky & Sharese King, "AI generates covertly racist decisions about people based on their dialect", Nature, 28 August 2024.

is ubiquitous in published text. Rappler's Gemma Mendoza talks about experiments with Notebook LLM, a Google tool that turns written documents into podcasts. When she uploaded several official budget documents of the Philippines, guidelines and legislation, she discovered: "The output was too positive, too optimistic. The podcast was saying, 'oh, they really are thinking about many things'. But as journalists we know that implementation is not like that." The BBC is doing research into adapting LLMs to work according to their editorial and style guidelines – and finding that it takes a significant degree of adaptation to deliver adequate results.[7]

The output could be even more disturbing when LLMs are used to provide additional viewpoints – which then are left unchecked. In a move to flatten an assumed left-wing bias, the owner of the Los Angeles Times, Patrick Soon-Shiong, mandated the newsroom to use a tool called "bias meter", a language model set up to produce contrarian viewpoints complementing opinion pieces. The texts are not meant to be checked by journalists before publication, which – among other things – resulted in apologetic Ku Klux Klan framings being published.[8]

Occurrences like this show that the lines are blurry when it comes to defining mis- and disinformation – which many assume are amplified massively by generative AI. For example, the World Economic Forum's 2025 Global Risks Report highlighted the spread of mis- and disinformation as the number one short-term risk.[9] But there is still little evidence that AI made substantial contributions to this, compared to politicians who had openly spread misinformation. This is why some academics have argued that fears of AI generated misinformation have been overblown.[10] As Charlie Beckett says: "There's a lot of misinformation out there, of course. But the debate has really moved on. Most people accept that a lot of what we call misinformation is disagreement. And that the idea that you can fact-check your way to consensus completely misunderstands the way that society and human beings work." Media organizations nevertheless put a lot of effort in fact-checking and verification. As Anne Lagercrantz of SVT points out: "We are super aware there are a lot of hallucinations, also that misinformation could undermine public trust and that it is difficult to balance innovation with ethical AI governance."

Quite a few interviewees worry about a different type of AI-generated misinformation, though. Things like fabricated revenge porn or voice clones used to harm someone who is not famous, cases that escape the public eye and could nevertheless cause great harm. Peter Archer of the BBC says: "We've all seen the Pope in a puffer jacket, right? And we've all seen AI images of floods in Europe and conflict in Gaza. But we're also starting to see the use of AI at a very local level that doesn't get much exposure but could nevertheless ruin lives. As journalists, we need to be attuned to the potential misinformation on our doorstep that is hard to spot."

A significant question is how people's general ability to distinguish true from false will change over time when confronted with large quantities of artificially made-up content. A meta-analysis published by Nature Human Behaviour showed that people did significantly better identifying false 'news' as false than true news as true.[11] Erring on the side of scepticism can be seen as a positive quality in the fight against misinformation. But it could also lead to a general decline in trust – including trust in our own abilities as humans. As Laura Ellis of the BBC reflects: "We lost 200 years of a shared visual sense after the first photographs appeared in about 1826, almost overnight. And we've lost our ability to trust the evidence of our own eyes."

7 LLMs at the BBC

8 Margaret Sullivan, "The LA Times' AI "bias meter" looks like a bid to please Donald Trump", The Guardian, 5 March 2025. And Parker Molloy, "Spicy Autocomplete: the LA Times Outsources 'Balance' to Algorithms", Present Day, 5 March 2025.

9 World Economic Forum, "Global Risks Report 2025."

10 Felix Simon, Sacha Altay, Hugo Mercier, "Misinformation reloaded? Fears about the impact of generative AI on misinformation are overblown", Misinformation Review, 18 October 2023.

11 Jan Pfänder & Sacha Altay, "Spotting false news and doubting true news: a systematic review and meta-analysis of news judgements", Nature Human Behaviour, 21 February 2025.

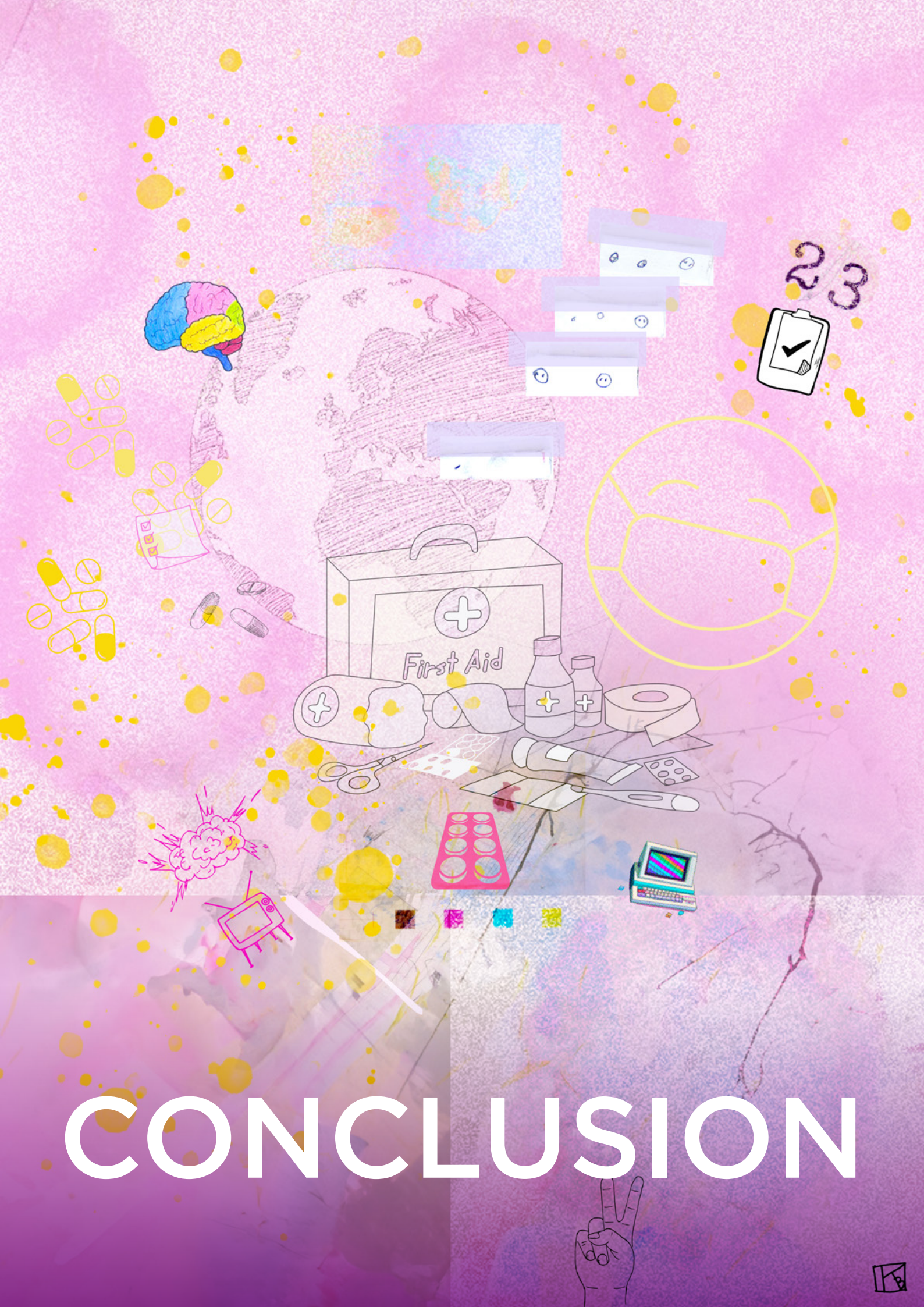
The convenience trap: deskilling humans

The business aim of Big Tech is to make this new technology pervasive, used at home and at work. Despite the often-voiced assumption that AI tools will enhance creativity, there is a growing concern among experts that the ease of use of LLMs and other AI tools could weaken or erode core journalism skills. In an off the record conversation, an editor in Southeast Asia worried that she had observed the quality of her best writers decreasing since they had started using ChatGPT to help them draft stories. Peter Archer of the BBC can only agree: "This describes the heart of AI assistants. They are wonderful, when you are not an expert, but know enough about what you're doing. They're terrible when you know nothing about it, because you'll just believe what you get. And when you're an expert they have very little to add."

Minna Mustakallio and Jyri Kivimäki of Yle put significant thought into how to handle "cognitive offloading", as Mustakallio terms it. "I have seen three different research studies which show that critical thinking is vastly reduced if you use a lot of help from AI agents or AI helpers," she says. Kivimäki agrees: "I'm worried about it making people lazy. You trust it too much, and then you don't create a good story because you are cutting corners." Even easy-to-use CMS solutions could discourage journalists from critical thinking. Kivimäki finds himself in a dilemma: "If we want to increase AI usage in our company to make it more accessible, we will have to create easy workflows, telling people: 'just press this button and magic happens'. But this way we are doing the same thing we are accusing the tech companies of doing; we are creating black boxes for our journalists." They need to know what the machines are doing to properly evaluate what they are producing.

MIT Professor Pattie Maes who has led research on human creativity and responses to AI confirms some of the observations. If people are given convenient solutions, they will grab them, she says. But the design of the systems matter. "It is possible to build AI systems that (...) challenge the user a little bit. (...) We don't have to simplify everything for everybody." In the Age of Generative AI managing risk is not just a strategy, it is a necessity.

RISK	THIS HELPS
Over-abundance of content generated by AI leads to news fatigue and news avoidance.	Having the audience needs at the core of the strategy is the key. Facilitate personalization without damaging the collective experience.
Generative AI hallucinates false or inaccurate content in news production damaging reputation and trust.	Keep humans in the lop when using AI in content production. Develop verification tools to guard against errors.
Fakes and deep fakes alarm and confuse audiences and might destroy trust in all content.	Cultivate direct relationships with audiences. Negotiate with Big Tech to protect basic principles of accuracy and access. Lobby for fair and effective regulation.
LLMs are resource intensive in terms or energy consumption, water support, rare earth materials etc. This has significant implications for financial investment and climate policy.	Deploying AI consciously, analyzing its costs and benefits, being aware of any indirect effects on production or reputation.
Staff avoid using AI at work for fear of job losses or skill deficits.	Learn from the front-runners and adjust technology as experience dictates. Develop clear user guidelines for newsrooms. Communicate clearly with staff, stakeholders and the public.
Staff uses AI tools without revealing this and thus outside of any of the organisation's editorial processes.	Encourage responsible experimentation, train new skills, create quick wins from the use of the technology, integrate AI tools into CMS.



CONCLUSION

CONTRIBUTING TO A TRUSTED INFORMATION ENVIRONMENT

There is little doubt that generative AI will reshape the world of information. It will influence how we learn, how we seek information, how we interact with data and technology, and how we connect with institutions and each other. The media must tackle this challenge actively, as there is much at stake – including democracy. As Professor Pattie Maes says: "We need to think about what AI will do to people and their social and emotional health and what artificial intelligence will do to natural human intelligence and ultimately to our society." But disruptions like these create opportunities. We can influence technology, democratize its usage, and create something more appealing and accessible than we have now.

Certainly, building trusted information systems is something the media cannot do alone. It requires an all-out effort by many actors including tech companies, regulators, and political leaders. If media companies don't develop sustainable business models, if technology is set up to exploit human weaknesses and erode individual rights, and if politicians discredit critical, independent journalism instead of helping to protect it, not only will the information environment suffer but also the public who depend on shared facts.

Today, those who are leading newsrooms in the age of generative AI tend to be pressured from two sides. Some experts claim that news organizations haven't been driving AI progress enough to make it transformative for the journalism and information sphere, and its role in society. This view is fed by the experience that Big Tech is transforming at speed the way people collect information and conduct analytical tasks. There is much to be said for this: journalism needs to be where people turn up. The other view is that bringing people along – audiences and those working in the newsroom – is essential for maintaining and building trust in the value of independent quality journalism, in the technology that delivers it, in leaders who will carefully assess and cherish the role of humans in the information ecosystem of the future. And bringing people along takes time.

Experience shows that buy-in is best achieved with the pull of positive examples, accompanied by a future vision and a corresponding strategy. Only, such a vision is difficult to develop with so many unknowns coming into play and the actual products still being in a test and development stage. What will AI agents be capable of when it comes to optimizing for accuracy and quality? Will humans use AI for creativity or for convenience, and how will this impact the quality of information? How will natural resources and the energy supply meet the skyrocketing demands of AI? How will the regulatory environment shape up in the geopolitical context? And how will the conflicts around copyright and business models evolve? A report like this must state the unknowns as much as the knowns even though generative AI might lead us into an age of faux confidence, offering convincingly packaged answers without fully understanding the complexity of the questions.

For media leaders this means starting with what they know, being open to what they can learn and at the same time developing change muscles in their organizations. As Jan Schüßler, Head of AI Initiatives at ZDF's editor-in-chief office, notes: "AI is not a separate topic, it is part of reality. It is a cultural topic: how adaptive is an organization, and how able to distribute knowledge?" Knowledge about AI tools is important, but it is more important to identify quickly what could be useful for better serving audiences.

Strategic decisions for newsroom leaders

So, what can newsroom leaders be certain about? First, that they need to own two things: their journalism and their audiences. They must be driven by the desire to invest in, produce, and resurface engaging and original journalism, and the desire to connect with audiences and communities. These two needs should drive any strategy that is supposed to contribute to a healthy media ecosystem, no matter which latest technology is used as a means for that.

Ezra Eeman of NPO emphasizes the importance of starting with goals in mind: "All these people who are turning away from news, you won't get them back just by automating things." As Olle Zachrison outlines, Sveriges Radio (SR) has a very simple basis for their AI strategy: "We should use and accelerate AI to enhance and develop our journalism, to give the audience better user experience and to increase our internal productivity."

The key challenge is how to add value in an environment that is shaped by the over-abundance of information and its distribution mechanisms. This value could even mean diverting from the conventional industry wisdom of constantly doing more things faster.

The AI and media consultant David Caswell advocates for thinking big (**see Q&A with David Caswell in the 2024 EBU News Report**). Together with Mary Fitzgerald of the Open Society Foundations, he outlined a vision for AI-assisted news that serve the public by listening to communities rather than broadcasting to them and provide a public record, a "public service intelligence".[1] Thinking small and thinking big at the same time could be the way to proceed.

Given that the data current models are built on is a far cry from an ideal world of information, the tasks ahead are monumental. But as Ramaa Sharma has observed at industry gatherings: "Most AI conversations are about speed, not about content." Content is likely to be a dealbreaker, though. A March 2025 study revealed that AI search engines like Perplexity and ChatGPT referenced primarily academic journals and educational resources, not so much news sources.[2] This is not entirely surprising, since much news content has a short shelf-life compared to scientific contributions. Also, academics and their queries might be overrepresented in those using the services. But large language models might indeed diminish the role of journalists as translators between experts and non-experts. This is why producing original content is key for journalism to stay relevant. As Anne Lagercrantz says: "Journalism has to move up in the value chain to investigation, verification, and premium content. And we need to be better in providing context and accountability. (...) We will need to shift from being content creators and curators to meaning makers. We need to become more constructive and foster trust and optimism." Developing and focusing a journalism and audience strategy complemented by a tech strategy is essential for the future of any news organization.

In addition to that, a talent strategy is needed. Educating and upskilling the newsroom in AI and technology is essential. But while investing in tech talent is important, investing in journalism talent could become even more so in a future where originality of content and human skills of delivery and connection with audiences are key success factors. News organizations increasingly bet on journalists as personal brands that convey authenticity, competence, and, well, humanness – crucially important when automation, cloned voices and avatars are the alternative. "We don't like perfect, because perfect is not trustworthy," Zetland CEO Tav Klitgaard said in an interview.[3]

1 David Caswell, Mary Fitzgerald, "AI is the media's chance to reinvent itself", Prospect Magazine, 5 March 2025.

2 GenAI as News Gatekeeper? What Traffic Data Shows

3 Alexandra Borchardt's interview with Tav Klitgaard, "We don't like perfect", Medieninsider. 5 January 2025.

Laurent Frisch of Radio France says that human voices are essential for building trust. "We need to have real voices on air. It is at the core of our trust contract with the public that someone is talking to someone. (...) You don't know who's responsible for a mistake when a machine talks to you." Anne Lagercrantz agrees: "Accountability is so valuable, because it will become a rare commodity. If I want to contact Facebook or Instagram, it's almost impossible, and how do you hold an algorithm accountable? But it is quite easy to reach an editor or reporter. We are close to home and accountable."

Part of a talent strategy is also to invest in reporting. Journalists of all trades and fields of expertise need to sharpen their abilities to question the output AI generates. While the old reporting advice 'follow the money' is still valid, it will become increasingly important to 'follow the data' to uncover which input has shaped AI-generated output and which parts are missing.[4]

Laura Ellis of the BBC finds it important to be aware that even all the data that is available on the internet reflects only a very limited view of the world: "All these models are built on a tiny slice of human history." As Gemma Mendoza of Rappler says, AI can generate text very fast: "But some things that are obvious to us are not obvious to the machines. There are things about this world that are not available in anything digitalized."

In the future, "the first rough draft of history" – a quote that has defined journalism's role and is credited to former Washington Post publisher Philip L. Graham[5] –will likely be delivered by an LLM. But in all the data-frenzy it is too easy to forget that there is a world of humans and nature that exists beyond digital sensors, that cannot be categorized and explained in patterns. It needs to be observed, explored, listened to. Even in a digital world there will be a need for real connections and connectedness.

Media organizations must play an essential part in this – particularly those with a public service mission. As EBU Director General Noel Curran says: "The responsibility to use AI wisely and ethically rests on all of us. Its implementation requires thoughtful, strategic reflection, ethical vigilance and effective governance."[6] This is what it takes when leading newsrooms in the age of generative AI.

4 The 2024 EBU News Report contains advice and resources that will help reporters to better cover AI, an important task for public service media in their role as educators

5 Jack Shaffer, "Who said it first?", Slate, 30 August 2025.

6 Navigating AI in public service media: challenges and opportunities

Newsroom Leaders' Strategy To Do List in the AI Age:

- Journalism strategy: Define your mission, your audiences, the value you add to your audiences' lives.
- Distribution strategy: Find the sweet spot between personalization and creating shared experiences.
- Platform strategy: Invest in 'owning' your audiences and decide where to create value on third party platforms.
- Tech strategy: Define when to be a first mover and when being a smart adopter will do.
- Data strategy: Define how much trusted information you will share with everyone and how much of your content you will make proprietary.
- Talent strategy: Decide when to invest in journalism and when to invest in tech talent.

CONCLUSION

CASES

CASE #1:

AUDIO-FOCUSED TEXT GENERATOR

SWEDISH RADIO (SR), SWEDEN

Goal of use case (problem to be solved):
SR produces and publishes 370 audio news clips every day. Some clips just offer users a short update on a current news event. However, SR's format stipulates that all clips need to have a headline, summary in three bullets and an alt-text (for image description). The new tool proposes the texts from a transcript.

What was done:
SR's AI team built a text-generator that proposes bespoke texts from a transcribed version of the audio. The transcript is sent over to OpenAI's API in a way that aligns with SR's strict guidelines for information security. Then, the editor gets text suggestions back from the AI model. The newsroom user can press a small robot icon in the content management system (CMS) to generate as many texts as they want. The suggestions are always scrutinised by a human editor before publication.

Resources needed:
A team of dedicated AI developers working under the stewardship of a strategic AI project manager. Cooperation with the CMS team for facilitating integration. Newsrooms willing to test the new tool (in SR's case, three local newsrooms in the first phase). Contractual guarantees about information security.

Results:
The suggested texts are of very good quality when it comes to accuracy, SR's qualitative research shows. It's also a significant efficiency gain. In the first two weeks of testing more than 850 headlines were generated.

What has been learned:
AI-powered headlines are accurate and useful when based on short audio clips.
The headlines and bullet points are very standardized and lack the more elegant style added by a skilled editor.
It's of paramount importance to include the newsroom from the start – to get their acceptance for using AI in the sensitive editorial workflow.
The AI model worked perfectly in the conception phase but suddenly stopped generating good results. One hypothesis is that this was due to changes on the model provider's side.

Who can be contacted:
Danina Mahmutovic, Strategic AI Project Manager, **Danina.mahmutovic@sr.se**

CASE #2:
AUTOMATED LIVE-PAGES

BBC, UNITED KINGDOM

Goal of use case (problem to be solved):

There is significant audience demand for more live coverage of football matches on BBC Sport. The live pages keep the BBC's mobile audience updated on the latest action in matches through text and stills. Currently, live page editorial teams listen to and manually transcribe BBC Audio commentaries to feed into that coverage. The BBC team is developing a tool that transcribes commentaries and delivers quotes and generative summaries based on those transcripts. The ultimate aim is to enable the coverage of matches that the BBC otherwise wouldn't be able to cover, in the live page format, as well as offering greater colour and depth to the audiences.

What was done:

BBC R&D built a prototype tool that links live audio with a transcription model. The transcript is fed to GPT-4, which creates generative summaries describing key events and highlights verbatim quotes describing those events. These outputs, along with a full diarized transcript, are delivered to a webpage that is viewed by the live page production teams. The outputs are edited by individuals prior to publication. The system has been used to support the delivery of four audience-facing pilots to date. Transparency notices explained to audiences that the BBC was trialling the technology in support of the ambition to deliver more live pages.

Resources needed:

The R&D team dedicated engineering support to deliver the pilot, working closely with editorial colleagues in BBC Sport and BBC Local Radio.

Results:

The pilots were successful and four live pages attracted more than 900,000 page views. Audiences appreciated coverage of some matches that the BBC would not otherwise cover in this way.

What has been learned:

The team found that the system can enable the timely delivery of additional live pages. While the system-generated outputs contained some errors, with some player names proving particularly challenging, they were broadly accurate and compelling before being subjected to the editing process. Having access to the system also enabled the teams to feature richer analysis on the live pages.

Who can be contacted:

Garmon Rhys, Business and Operations Director, **Garmon.rhys@bbc.co.uk**

CASE #3:
REGIONAL UPDATE

BAYERISCHER RUNDFUNK (BR), GERMANY

Goal of use case (problem to be solved):
Serving audiences with regional news is part of BR's mission, and it is very much appreciated. The goal was to provide a more granular, hyper-personalized and on-demand regional news experience that is fully automated with the existing radio news content.

What was done:
The user indicates the location they are interested in and the time period to be covered. They then receive a personal 'remix' of the current regional news. AI provides these short news extracts and its accompanying metadata in parallel to the linear radio broadcast.

Resources needed:
BR developed and implemented the prototype and its underlying technology in its first two stages largely independently together with an external partner. They carried out two user tests – one internally within BR and one together with their User Lab. For the fully autonomous version of the Regional update, various departments within BR were involved: IT, a sound and web designer, marketing and the various editorial teams.

Results:
The current result can be tried out live at **br.de/regionalupdate** and has received a lot of positive feedback. However, the service in this form is an interim step. They are now further developing the underlying AI-supported segmentation and metadata technology to be able to integrate it even more intuitively into BR and ARD audio products in the future.

What's been learned:

- Make the idea and the technology concrete and tangible.
- Ask real users, early and along the way.
- AI is developing quickly, so keep testing and optimizing your existing workflows.
- Reduce technical, organizational, and procedural dependencies to a minimum.
- Meet your users where they are – don't build a new product around a feature.

Who can be contacted:
Max Brandl, Product Manager, **max.brandl@br.de**

CASE #4:
VIRTUAL FOCUS GROUP, aiDIALOGUE

RAPPLER, THE PHILIPPINES

Goal of use case (problem to be solved):
Many people in the Philippines feel their voices are not acknowledged enough by the media and in policies that matter to them. But a small news organization like Rappler cannot solicit opinions at scale. Rappler wanted to test AI-supported solutions for this problem to have more impact with its journalism.

What has been done:
Rappler tested aiDialogue first in a project funded by OpenAI: a virtual focus group discussion. An AI acts as a moderator in this group, asking an initial set of questions. Then it synthesizes the responses from the participants – text and audio – and asks follow-up questions. From there, it generates summaries on what was discussed. The virtual focus group was compared to a traditional focus group with a human moderator. Rappler also tested the tool in a public consultation on pedestrianization undertaken by the administration of Quezon city.

Results:

- The tool generated many more insights than regular survey answers which put people's thoughts in a fixed frame.
- AI is capable of picking up local languages reasonably well.
- In the Quezon consultation on pedestrianization, the administration provided positive feedback on the level of insights.

What has been learned:
While participants recognized that the AI-moderated focus group discussion had more potential to scale, feedback showed that more participants found the human-moderated consultations more engaging, meaningful, and trustworthy.

It's possible to leverage the capacity of large language models to process and synthesize inputs in audio and text formats to capture views from diverse stakeholders.

Large language models have limitations, especially when drawing insights from audio inputs of participants who are non-native English speakers. Some of the transcription errors significantly altered the meaning of participant views.

Who can be contacted:
A detailed report can be found **here**.

CASE #5:

NEWS QUERIES AND ENGAGEMENT, NEO

EBU/NEWSPILOT MEMBERS/SR, SWEDEN

Goal of use case (problem to be solved):
Users are assumed to increasingly resort to chat formats when searching for information. But many of the available AI options have issues with transparency and reliability. The goal of the NEO conversational news prototype was to build a transparent, interactive dialogue with news consumers based on verified, multilingual content from EBU members. This new conversational news chat also forms an attempt to learn what users want and expect and to create a dialogue with them – in a very personal and natural way.

What has been done:
The NEO prototype was layered on top of NewsPilot, EBU's collaborative news hub aggregating over 3,000 daily stories from EBU members and a historic archive of 3.6 million articles. Leveraging this unique database of trusted content offering diverse perspectives in a variety of languages was possible thanks to PEACH – the EBU data science platform – which provided a powerful and quick way to search content based on a language-agnostic semantic search. Then, a large language model (LLM) is used to formulate a response using only the provided knowledge retrieved (retrieval-augmented generation (RAG). This minimizes the risk of hallucinations and overcomes the limit of the knowledge cutoff of LLMs which only have the knowledge provided in the data used for their training. The prototype was made available to journalists and editors, who provided early feedback.

Swedish Radio (SR) then provided a much more advanced version of NEO to the users of their mobile app and website. The goal was to provide people with more accessible and interactive news – helping them understand more about the topic they are researching – but also making the key steps of the algorithm transparent. They call it a new type of news search, to put focus on the trusted journalism, rather than the AI.

Resources needed:
A cross-functional and methodical approach was necessary to improve the initial prototype. Feedback from journalists and users was essential to understand the limitations and to prioritise the improvements. Technical developments were necessary to ensure that the system could scale to serve thousands of requests tapping into a growing database of millions of documents.

Results:
After two weeks, SR's NEO pilot had received 6,687 user requests and over 1,000 ratings. The average rating was 3.14, with around 50% awarding 4 or 5 stars. However, 29% gave 1-star feedback—highlighting clear areas for improvement.

What has been learned:

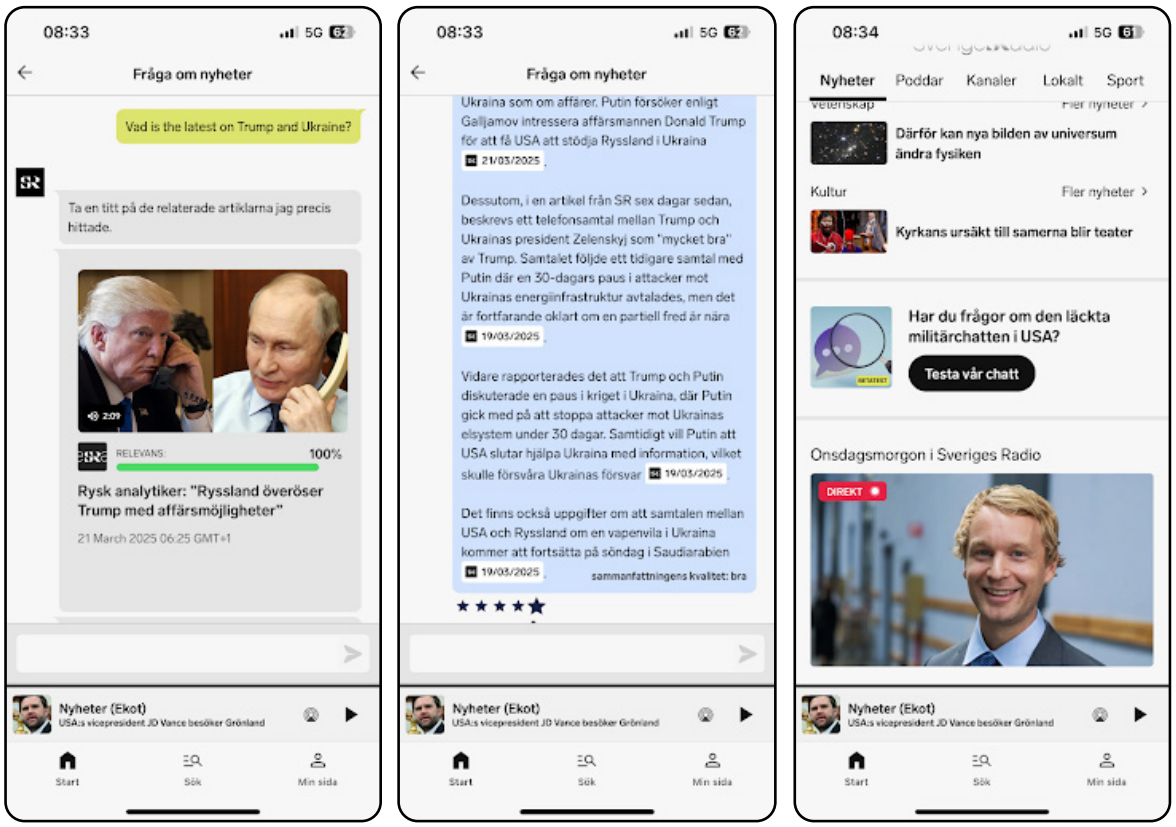
While the SR service is extremely new, and the usage patterns might evolve as users come to better know the service, early analysis shows that most users try to get an overview of the current news.

SR's early users value source transparency and accessibility but showed little appetite for long interactions. The user experience must be flawless for users to report positive feedback – for example some users expected the chat to have a memory.

This first public version causes us to rethink not only how we want to be involved in the dialogue with our users, but also how we can integrate the core value of public service media to serve our audience – and society as a whole in innovative ways.

Who can be contacted:

Sébastien Noir, Deputy Director T&I, **noir@ebu.ch**



CASE #6:

DIGITAL TWIN FOR AUDIENCE REPRESENTATION

NPO / OMROEP ZWART, THE NETHERLANDS

Goal of use case (problem to be solved):
According to their mission, public service broadcasters need to represent and reach all of society. But there is a lot of homogeneity in journalism. Consequently, some segments of society are underserved, and viewpoints are missing. Focus groups are used to get audience feedback, but those are difficult to organize and expensive to run.

What has been done:
NPO / Omroep Zwart developed an innovative project called AAVA to address the lack of diverse perspectives in their programmes. By creating digital twins (virtual representations of diverse audience segments), NPO and Omroep Zwart aimed to ensure that their content reflects a wide range of viewpoints and experiences. The project utilized AI-driven digital personas to identify and integrate missing perspectives into the creative process.

Resources needed:

- Open-source AI models (e.g., LLaMA 3, GPT-based models with local deployment options)
- Anonymized and diverse audience data (demographic, behavioural, contextual, annotated data)
- Cross-disciplinary collaboration with researchers, journalists, and ethical AI specialists
- Engagement with public media partners and innovation hubs

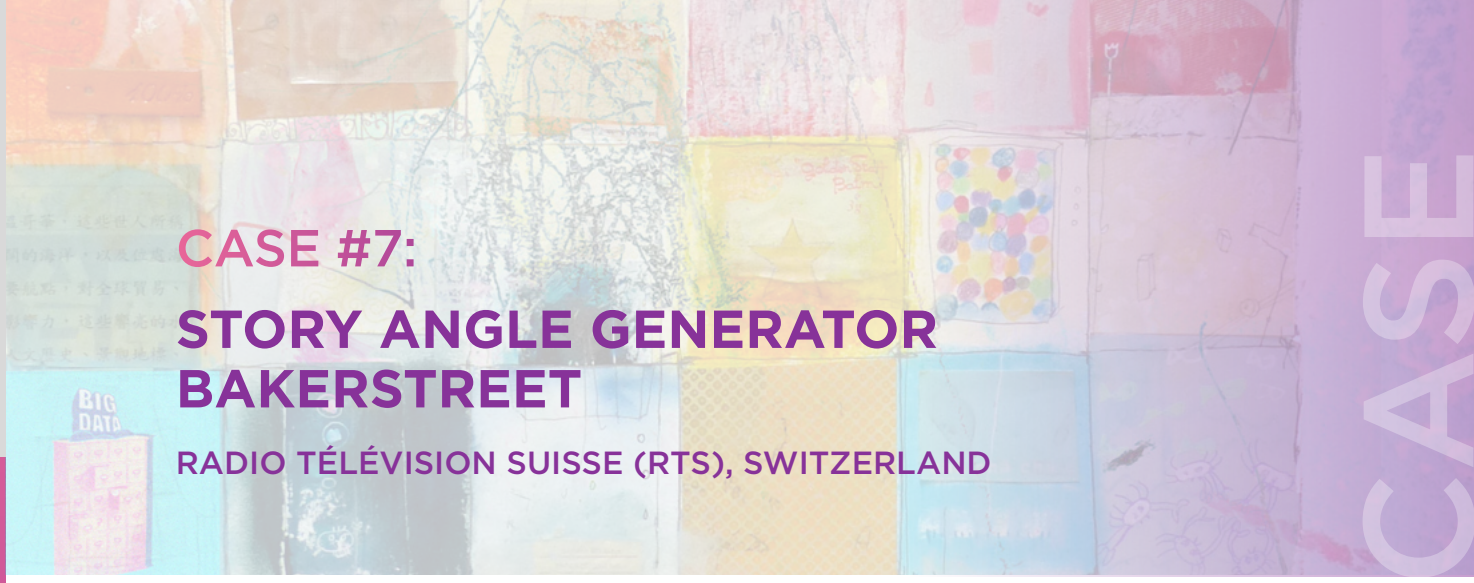
Results:
Early findings show that AI-generated feedback can help content makers identify harmful representations, improve inclusivity, and better understand audience sensitivities. The tool fostered more awareness of underrepresented perspectives during ideation and scripting stages. While not a finished product, AAVA has shown clear potential as a supplementary editorial instrument.

What has been learned:

- Diverse data sources (demographic, behavioural, social media) are essential for creating realistic and representative digital twins that capture a wide range of perspectives.
- Specific audience data enhances the relevance and usability of feedback from digital twins, ensuring that diverse viewpoints are considered in content creation.
- Digital twins can provide real-time, scalable, and repeatable feedback, making the creative process more inclusive and reflective of diverse audiences.
- Collaboration with media partners and iterative validation are key to refining the technology and its application for enhancing diversity and inclusion.

Who can be contacted:

Gianni Lieuw-a-Soe, Director, **gianni.Lieuw-A-Soe@omroepzwart.nl**



CASE #7:

STORY ANGLE GENERATOR BAKERSTREET

RADIO TÉLÉVISION SUISSE (RTS), SWITZERLAND

Goal of use case (problem to be solved):
Finding different angles on a story on day two or three can be challenging – and is often neglected. But research shows that users expect a lot more from news than just updates. First championed by the BBC, a user needs model allows different angles to be considered based on what audiences you are trying to reach.

What has been done:
RTS has developed an AI model trained to operate on a diverse dataset of news, audio and video sources and encompassing the requirements of its journalists and the editorial charter of the newsroom. This model categorizes each piece of content according to the specific audience needs it fulfills, such as updating, diverting, inspiring, connecting, or helping.
This AI model is now integrated into an application called BakerStreet, which interfaces with various RTS content sources. BakerStreet automatically analyzes incoming content and identifies the primary user need it addresses.

Resources needed:

- AI developers working on the BakerStreet application to integrate user needs concepts and services, large language models (LLMs), and content sources.
- A product owner to bridge the gap between editorial and technical teams.
- Support from the business systems application team to facilitate smooth integration with existing systems and workflows.

Results:
The integration of AI through the BakerStreet application has generated strong demand for access from journalists, as well as from specific programmes and production teams looking to analyze their content offerings and identify gaps or oversaturation in addressing certain user needs. The tool has had a significant impact on the understanding and acceptance of the user needs model within the organization.

What has been learned:

- Tools demonstrate value better than theory: Seeing the framework in action fostered genuine adoption among journalists.
- Cross-functional collaboration is essential: The partnership between technical developers and editorial teams was critical to creating a solution that genuinely serves journalistic needs.
- Editorial teams must drive continuous improvement: Journalists' active participation in content tagging verification not only improves AI accuracy but deepens their understanding of the user needs framework.
- Workflow integration reduces resistance: By embedding the user needs model directly into existing content analysis processes, journalists naturally incorporate these concepts into their daily work rather than seeing them as a burden.

Who can be contacted:

Amélie Boguet, Head of Digital Content Society & Culture, User Needs strategist, **amelie.boguet@rts.ch**

Jean-Paul Persiali, BakerStreet Product Owner, **jean-paul.persiali@rts.ch**

CASE #8:
AI PROJECT ACCELERATOR

CBC/RADIO-CANADA

Goal of use case (problem to be solved):
CBC/Radio-Canada wanted to encourage experimentation and empower the organization to take an opportunity-based approach towards AI. Since funding was tight and procurement rules very strict, a streamlined approach was needed to accelerate AI innovation. The ultimate goal was to better serve audiences.

What has been done:
An innovation enablement framework akin to a business model canvas was developed and then adapted for AI experimentation. Staff from across the organization were encouraged to submit proof of concept or pilot ideas (see infographic below). Proposals were assessed by an evaluation committee based on two sets of criteria:

1. Baseline requirements: Alignment with mandate, business objectives and with the purpose of the fund, structured as a pilot/proof of concept with limited duration, and endorsed by business unit leadership.

2. Evaluation criteria: Business/ strategic value potential, project feasibility, viability (potential for long term benefit or scalability), due diligence.

Each applicant had the opportunity to present their idea to the evaluation committee and make the case for project funding.

Resources needed:

- Initial programme design and development were managed by the Senior Director, Enterprise Audience Data & AI, assisted by a coordinator.

- A programme manager is responsible for managing the fund, reporting and project support.

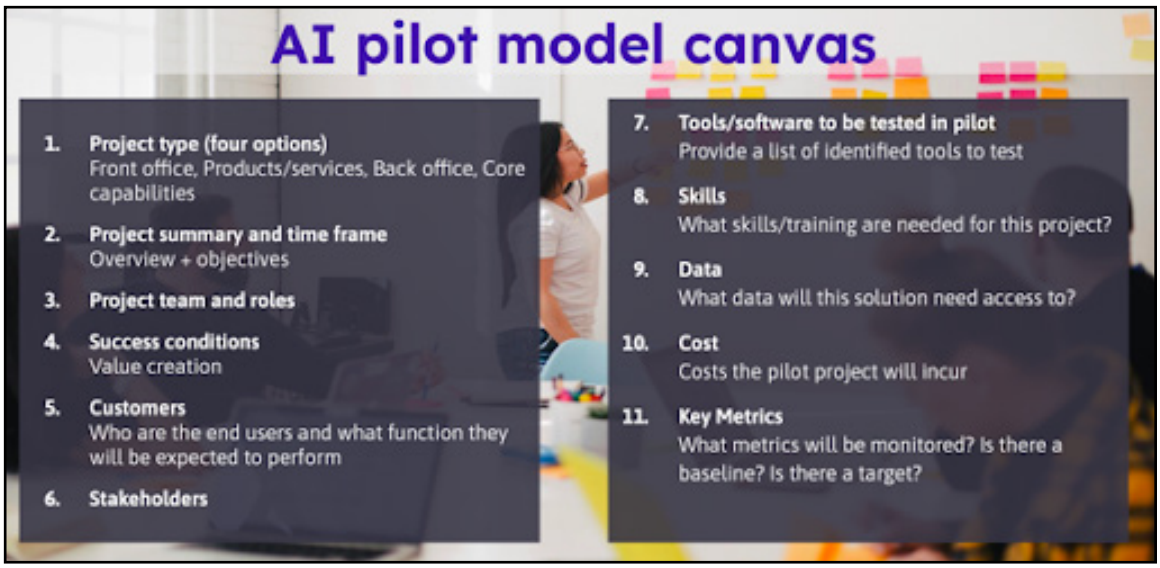
- Evaluation committee: Five senior/executive directors representing the English and French language services and various corporate functions. The executive sponsors of the enterprise AI strategy had the oversight.

- Project implementation is supported by technology, procurement, business law/privacy, finance, technology and other relevant functions.

Results:

- Two projects were approved from 50 submissions for funding in Series 1, ranging in duration from four weeks to one year.

- Upon completion, a successful pilot project was then championed by the relevant business unit for implementation and operation.



What has been learned:

- There is significant interest in exploring ways to leverage AI across all areas.

- When left to the discretion of teams, pilot project ideas tend to focus on improving productivity or efficiency of current activities.

- Despite the experimental nature of AI projects, due diligence is needed to ensure data and content rights are protected, especially when using third party AI tools.

Who can be contacted:

Roma Kojima, Senior Director, Enterprise Audience Data & AI, **roma.kojima@cbc.ca**

CASE #9:
NEWSROOM TOOL YleGPT

Yle, FINLAND

Goal of use case (problem to be solved):
YleGPT was developed to address the need to explore, in a secure environment, how AI can be used in journalistic work and more broadly throughout Yle. Another key purpose of the tool was to ensure staff competency. Yle wanted everyone to have the opportunity to experience firsthand how to work with AI.

What has been done:
Initially launched in August 2023 for a select group of users, YleGPT rapidly gained traction thanks to positive feedback and peer recommendations. By early 2024, Yle decided to make the tool available to all employees across the organization. The expanded version now features not only various language models integrated via an API but also transcription technology and various AI capabilities, all integrated seamlessly within a custom interface designed specifically for Yle staff. To support this rollout, the organization has implemented comprehensive learning opportunities including team training sessions, specialized AI clinics, and formal courses developed in partnership with Yle Academy.

Resources needed:
YleGPT was developed by a dedicated cross-functional team.

Results:
More than a third (over 1000 employees) of Yle is now using YleGPT actively every week. More than 80 percent of Yle employees have at least tried YleGPT for themselves. It saves time and boosts content creation workflows.

What has been learned:
YleGPT has proven to be an effective innovation platform. Yle employees are finding new ways to work and new tools have been created with the help of it. These tools include Jerry the Jargon Officer (helps you write better language) and a subtitling assistant (helps you create and translate subtitles). It is valuable in all Yle departments, not just journalism.

Who can be contacted:
Jyri Kivimäki, Executive Producer AI & Editorial Solutions, **jyri.kivimaki@yle.fi**

Q&As

Q&A

> We don't have to simplify everything for everybody"

PATTIE MAES

Professor, MIT Media Lab

It is often said that AI can enhance people's creativity. Research you led seems to suggest the opposite. Can you tell us about it?

You're referring to a study where we asked college students to write an essay and had them solve a programming problem. We had three different conditions: One group could use ChatGPT. Another group could only use search without the AI results at the top. And the third group did not have any tool. What we noticed was that the group that used ChatGPT wrote good essays, but they expressed less diversity of thought, were more similar to one another and less original.

Because people put less effort into the task at hand?

We have seen that in other experiments as well: people are inherently lazy. When they use AI, they don't think as much for themselves. And as a result, you get less creative outcomes. It could be a problem if, say, programmers at a company all use the same co-pilot to help them with coding, they won't come up with new ways of doing things. As AI data increasingly feeds new AI models, you will get more and more convergence and less improvement and innovation.

Journalism thrives on originality. What would be your advice to media managers?

Raising awareness can help. But it would be more useful if we built these systems differently. We have been building a system that helps people with writing, for example. But instead of doing the writing for you, it engages you, like a good colleague or editor, by critiquing your writing, and occasionally suggesting that you approach something from a different angle or strengthen a claim. It's important that AI design engages people in contributing to a solution rather that automating things for them.

Sounds like great advice for building content management systems.

Today's off-the-shelf systems use an interface that encourages people to say: "write me an essay on Y, make sure it's this long and includes these points of view." These systems are designed to provide a complete result. We have grammar and spelling correctors in our editing systems, but we could have AI built into editing software that says, "over here your evidence or argument is weak." It could encourage the person to

use their own brain and be creative. I believe we can design systems that let us benefit from human and artificial intelligence.

But isn't the genie already out of the bottle? If I encouraged students who use ChatGPT to use a version that challenges them, they'd probably say: "yeah, next time when I don't have all these deadlines".

We should design AI systems that are optimised for different goals and contexts, like an AI that is designed like a great editor, or an AI that acts like a great teacher. A teacher doesn't give you the answers to all the problems, because the whole point is not the output the person produces, it is that they have learned something in the process. But certainly, if you have access to one AI that makes you work harder and another AI that just does the work for you, it is tempting to use that second one.

Agentic AI is a huge topic. You did research on AI and agents as early as 1995. How has your view on this evolved since?

Back when I developed software agents that help you with tasks, we didn't have anything like today's large language models. They were built by hand for a specific application domain and were able to do some minimal learning from the user. Today's systems are supposedly AGI (artificial general intelligence) or close to it and are billed as systems that can do everything and anything for us. But what we are discovering in our studies is that they do not behave the way people behave. They don't make the same choices, don't have that deeper knowledge of the context, that self-awareness and self-critical reflection on their actions that people have. A huge problem with agentic systems will be that we think they are intelligent and behave like us, but that they don't. And it's not just because they hallucinate.

Is there anything else your research reveals about the difficulties with just letting AI do things for us?

We have done studies on decision making with AI. What you expect is that humans make better decisions if they are supported by an AI that is trained on a lot of data in a particular domain. But studies showed that it was not what happened. In our study, we let people decide whether some newspaper headline was fake news or real news. What we found was that when it's literally just a click of a button to get the AI's opinion, many people just use the AI's output. There's less deep engagement and thinking about the problem because it's so convenient. Other researchers got similar results with experiments on doctors evaluating medical diagnoses supported by AI, for example.

You are telling us that expectations in AI-support are overblown?

I am an AI optimist. I do think it is possible to integrate AI into our lives in a way that it has positive effects. But we need to reflect more about the right ways to integrate it. In the case of the newspaper headlines we did a study that showed that if AI first engages you in thinking about a headline and asks you a question about it, it improves people's accuracy, and they don't accept the AI advice blindly. The interface can help with encouraging people to be a little bit more mindful and critical.

This sounds like it would just need a little technical fix.

It is also about how AI is portrayed. We talk about these systems as artificial forms of intelligence. We constantly are told that we're so close to AGI. These systems don't just converse in human-like ways, but with an abundance of confidence. All of these factors trick us into perceiving them as more intelligent, more capable and more human than they really are. But they are more what Emily Bender, a professor at the University of Washington, called "stochastic parrots". LLMs (large language models) are like a parrot that has just heard a lot of natural language by hearing people speak and can predict and imitate it pretty well. But that parrot doesn't understand what it's talking about. Presenting these systems as parrots rather than smart assistants would already help by reminding people to constantly think "Oh, I have to be mindful. These systems hallucinate. They don't really understand. They don't know everything." We work with some AI companies on some of these issues. For example, we are doing a study with OpenAI on companion bots and how many people risk becoming overly attached to chat bots. These companies are in a race to get to AGI first, by raising the most money and building the biggest models. But I think awareness is growing that if we want AI to ultimately be successful, we have to think carefully about the way we integrate it in people's lives.

In the media industry there's a lot of hope that AI could help journalism to become more inclusive and reach broader audiences. Do you see a chance for this to happen?

These hopes are well-founded. We built an AI-based system for kids and older adults who may have trouble processing language that the average adult can process. The system works like an intra-language translator – it takes a video and translates it into simpler language while still preserving the meaning.

There are wonderful opportunities to customize content to the abilities and needs of the particular user. But at the same time, we need to keep in mind that the more we personalize things, the more everybody would be in their own bubble, especially if we also bias the reporting to their particular values or interests. It's important that we still have some shared media, shared news and a shared language, rather than creating this audience of one where people can no longer converse with others about things in the world that we should be talking about.

This connects to your earlier argument: customization could make our brains lazy.

It is possible to build AI systems that have the opposite effect and challenge the user a little bit. This would be like being a parent who unconsciously adjusts their language for the current ability of their child and gradually introduces more complex language and ideas over time. We don't have to simplify everything for everybody. We need to think about what AI will do to people and their social and emotional health and what Artificial Intelligence will do to natural human intelligence, and ultimately to our society. And we should have talks about this with everybody. Right now, our AI future is decided by AI engineers and entrepreneurs, which in the long run will prove to be a mistake.

Q&A

> Accountability is so valuable, because it will become a rare commodity”

ANNE LAGERCRANTZ

Director General, SVT, Sweden

Many in the industry have high hopes that AI can do a lot to improve journalism, for example by making it more inclusive and appealing to broader audiences. Looking at SVT: do you see evidence for this?

I can see some evidence in the creative workflows. We just won an award for our Verify Desk, which uses face recognition and geo-positioning for verification. Then, of course, we provide automated subtitles and AI-driven content recommendations; in investigative journalism we use synthetic voices to ensure anonymity. I don’t think we reach a broader audience. But it’s really abount being inclusive and engaging.

In our interview for the 2024 report you said AI hadn’t been transformative yet for SVT. What about one year later?

We’re one step further towards the transformative, for example when I look at kids’ content. We now use text to video tools that are good enough for real productions. We used AI tools to develop games, then we built a whole show around it. So, we have transformative use cases, but it hasn’t transformed our company yet.

What would your vision be?

Our vision is to use AI tools to create more value for the audience and to be more effective. However, and I hear this a lot from the industry, we’re increasing individual efficiency and creativity, but we’re not saving any money. Right now, everything is more expensive.

Opinions are split on AI and creativity: Some say that the tools help people to be more creative, others say they are making users lazy. What are your observations?

I think people are truly more creative. Take the Antiques Roadshow as an example, an international format that originated at the BBC. We’ve run it for 36 years. People present their antiques and have experts estimate their value. The producers used to work with still pictures, but with AI support they can animate them. But again, it’s not the machine, it’s the human and the machine together.

You were a newsroom leader for many, many years. What has helped to bring colleagues along and have them work with AI?

I think we cracked the code. What we've done is, we created four small hubs: one for news, one for programmes, one for the back office and one for product. And the head of AI is holding it all together. The hubs consist of devoted experts who have designated time for coaching and experimenting with new tools. And then there's a network of super users, we have 200 alone in the news department. It has been such a great experience to have colleagues learn from each other. It's both, a top-down movement, but bottom-up as well. We combine that with training, AI learning days with open demos. Everyone has access and possibility. We've tried to democratize learning. What has really helped to change attitudes and culture was when we created our own SVTGPT, a safe environment for people to play around in.

What are the biggest conflicts about the usage of AI in the newsroom?

The greatest friction is to have enthusiastic teams and co-workers who want to explore AI tools, but then there are no legal or financial frameworks in place. It's like curiosity and enthusiasm meeting GDPR or privacy. And that's difficult because we want people to explore, but we also want to do it in a safe manner.

Would you say there's too much regulation?

No, I just think the AI is developing at a speed we're not used to. And we need to find the time to have our legal and security department on board. Also, the market is flooded with new tools. And of course, some people want to try them all. But it's not possible to assess fast that they're safe enough. That's when people feel limited.

No one seems to be eager to talk about ethics any longer because everyone is so busy keeping up and afraid of missing the boat.

Maybe we are in a good spot because we can experiment with animated kids' content first, that's different from experimenting with news where we are a lot more careful.

Do you get audience reaction when using AI?

There are some reactions, more curious than sceptical. What also helps is that the Swedish media industry has agreed upon AI transparency recommendations, saying that we will tell the audience that it is AI when it has a substantial influence on the content. It could be confusing to label every tiny thing.

Where do you see the future of journalism in the AI age now with reasoning models coming up, and everyone thinking, "Oh, AI can do much of the news work that has been done by humans before"?

I'm certain that journalism has to move up in the value chain to investigation, verification, and premium content. And we need to be better in providing context and accountability. Accountability is so valuable, because it will become a rare commodity. If I want to contact Facebook or Instagram, it's almost impossible, and how do you hold an algorithm accountable? But it is quite easy to reach an editor or reporter.

We are close to home and accountable. Journalists will need to shift from being content creators and curators to meaning makers. We need to become more constructive and foster trust and optimism.

Being an optimist is not always easy these days. Do you have fears in the face of the new AI world?

Of course. One is that an overreliance on AI will lead to a decline in critical thinking and originality. We're also super aware that there are a lot of hallucinations. Also, that misinformation could undermine public trust, and that it is difficult to balance innovation with an ethical AI governance. Another fear is that we are blinded by all the shiny new things and that we're not looking at the big picture.

What do you think is not talked about enough in the context of journalism and AI?

We need to talk more about soft values: How are we as human beings affected by new technology? If we all stare at our own devices instead of looking at things together, we will see loneliness and isolation rise further. Someone recently said we used to talk about physical health, then about mental health, and now we need to talk about social health, because you don't ever need to meet anyone, you can just interact with your device. I think that's super scary. And public service has such a meaningful role in sparking conversations, getting people together across generations. Another issue we need to talk more about is: if there is so much personalization and everyone has their own version of reality, what will we put in the archives? We need a shared record.

Q&A

"A lot of what we call misinformation is disagreement"

CHARLIE BECKETT

Director of the JournalismAI project, London School of Economics

Many in the media have high hopes for journalism as a practice to improve storytelling, reach broader audiences and make it more inclusive. Within the vast network you built through the JournalismAI project at LSE: have you seen concrete examples that deliver on these promises?

Our project focuses more on smaller newsrooms. If you're a small digital native newsroom in the Global South, you're probably less worried about creating clever chat bots and more about personalizing your content and using simple tools that will make you quicker, like transcription and translation. We have seen clever uses of the tools, but less of the kind of "we have invented something that enables us to do amazing investigative journalism."

Do you observe legacy media being way ahead then?

The mainstream media follows more what I would call the 'cautious but comprehensive approach'. They aren't rushing into publishing stuff with this technology. But they are looking across the whole range of opportunities to say what tools are going to be useful. My general sense is that things are going slower and having a less profound impact than some people expected. But people are being careful for a reason. If you're a public service broadcaster like the BBC, you can't just say, "right, let's dump everything we did before and switch to this stuff."

Still, have you seen use cases that fascinate you?

It's all about people using it as part of the work of journalism: newsgathering, processing documents, translation, transcription, reformatting, personalization and just using it like everybody does. Most of it is relatively mundane. But what's encouraging is the improvement in quality. The difference in translation over the last 12 months is phenomenal. In fact, the least useful use case I've seen is creating articles.

Do I detect a sense of disappointment? Or has your optimism about what this will do for journalism grown over the past couple of years?

I really dislike this binary 'optimistic versus pessimistic' take. Two years ago, some people were saying, "we're going to be swamped by misinformation. No one will come to journalism again." And obviously, those bad things haven't happened. And if there

was an optimistic case, it was very much, "gosh, this is going to reduce our costs so much, it's going to save us." But if it can save you 10 or 20%, that still isn't enough to make you profitable in a sustainable way. Most of the journalism people I speak to are in the middle of input implementation, they are creating some tools. But 90% of their processes are untouched. AI has not been transformational yet. The big door opener will be when it becomes part of their content management systems. But that's not sexy.

What would you consider to be sexy?

The automated generation of text can make quite a difference for many people, for example for people who are hearing impaired. This technology can really empower parts of your audience. There's a whole load of people who don't like or can't cope with conventional media. And AI helps enabling them to enjoy the journalism in a way they couldn't do before. This is not game changing, but it's an important incremental shift.

Have you seen some scary tools and applications around AI and journalism?

In journalism, the only mistakes I've seen have been around bad usage, like using it to automate stories without editing or checking them, just because you want to fill your crappy local news website. Sometimes they're not wildly inaccurate. The question is just: why have they bothered doing it? To feed a bad business model? Much of our local media in the UK is unreadable now. And then there is this idea that you can have avatars of newsreaders. Very few people are doing it, because there's not much point. You are just devaluing your product. In that information environment, what is going to stand out will be the human stuff. You are going to benefit because you do have a fantastic presenter, or you're going to have journalists who are super good at being like influencers: super personable, friendly, reactive, transparent, engaged, charming.

Some people say AI labels would help to increase trust, others argue this would make people trust less in media. What's your take?

Public service media were very nervous about it, commercial media were always much more cynical, the consensus was: just don't lie. When people are asked in surveys, would you trust AI journalism, they don't know what is meant by that. They don't know even how journalism is created, never mind AI journalism. But I think it makes sense as a literacy thing to say, "Hey, look, we are now going to offer you this personalized service, which is going to automatically send you stuff, because of where you live, or the stuff you've done before. And it's going to be enabled with a version of Artificial Intelligence." And then the rest of it is just attribution. Take news summaries, there's absolutely no point in saying they are AI generated. Perhaps you'll say it in the press release when you tell people, "We've got this new feature, and it's AI generated".

AI will be so much baked into all the tools everyone will use, including journalists, will that undermine ethical rules news organizations give themselves?

We are already there. When a journalist searches on Google, they get that little AI generated summary at the top. And in the same way you never used to say, "oh, I used Google," you would never say "I used Google search generative AI in the making of this article." There are much bigger issues around technological dependency. If your

company is reliant on generative AI, what you are going to do when they suddenly put the price up fivefold, or they suddenly change what it can do?

Or when their products get so convenient to use that even journalists wouldn't consider double-checking?

I think laziness is a bigger issue than lying. That people will just say, "okay, I've been asked to do a story. And I'm just going to put it into ChatGPT, can you tell me the five key points about this story," and then you write it up. Editors tell me for many younger journalists it is routine to just cut and paste from the BBC story and then tweak it a bit. They won't check anything, they won't search anything, they won't talk to anybody else.

Copy and paste journalism has been around for a while.

It has been true for my whole career that about 90% of journalism is not original. So much of our stuff is recycled, from wire copy, from press releases, from social media. And that's not in itself a problem. It was journalism's job to gather the information and organize it for you. Well, if AI can do that, then suddenly, 70 or 80% of journalistic labour has been replaced. The one thing I still think news people haven't quite got in their heads is that they are replaceable. In an AI world, you need to think more about putting people back at the centre of it and saying, what do people need to know and how do they need to know it. I think much of today's media is still largely serving the people who make it.

Where do you see business models evolving when AI threatens to make journalism invisible?

That challenge is going to be the fundamental one since people can get their information without journalism. Yes, the AI companies may give media companies some money so that they can use their data to train or update their models. But it's never going to be sufficient. You are going to have to focus on a membership or subscription model and create the sense that you are providing content as a service. Then again, a lot of the changes in our media landscape are not driven by AI. Look at the rise of influencers like Joe Rogan in the US, they have certainly helped to shift the political environment and the way people consume news. This has nothing to do with technology, in fact, it would be very difficult to use AI to generate a show with someone rambling for two hours.

In academia there seems to be a consensus that fears of misinformation have been overblown.

There's a lot of misinformation out there, of course. But the debate has really moved on. Most people accept that a lot of what we call misinformation is disagreement. And that the idea that you can fact-check your way to consensus completely misunderstands the way that society and human beings work. The myth of the informed society where everyone agrees on a set of facts and then work through to a rational policy conclusion was never true. Our politics, our social relations, and certainly our media have become much more affective, much more driven by identity and feelings and emotions, and we are all familiar with the way that anger and outrage drive algorithms. I do still worry about deep fakes, because they can have appalling consequences for people. But the rise of the German AfD, for example, isn't down to deep fakes

Q&A

> Generative AI can give journalists superpowers”

KASPER LINDSKOW

Head of AI, JP/Politikens Media Group

Industry insiders regard JP/Politikens as a role model in implementing AI in its newsrooms. Which tools have been the most attractive for your employees so far?

We rolled out a basic ChatGPT clone in a safe environment to all employees in March 2024 and are in the process of rolling out more advanced tools. The key for us has been to toolify AI so that it can be used broadly across the organization, also for the more advanced stuff. Now, the front runners are using it in all sorts of different creative ways. But we are seeing the classic cases being used most widely, like proofreading and adaptation to the writing guides of our different news brands, for example suggesting headlines. We’ve seen growing use of AI also for searching the news archive and writing text boxes.

Roughly estimated, what’s the share of people in your organization who feel comfortable using AI tools on a daily basis?

Well, the front runners are experimenting with them regardless of whether we make tools available. I’d estimate this group to be between 10 and 15 percent of newsroom staff. I’d say we have an equally small group who are not interested in interacting with AI at all. And then we have the most interesting group, between 70 and 80 percent or so of journalists who are interested and have tried to work with AI a little bit. From our perspective, the most important part of rolling out AI is to build tools that fit that group to ensure a wider adoption. The potential is not in the front runners but in the normal, ordinary journalists.

This sounds like a huge, expensive effort. How large is your team?

We are an organization of roughly 3,000 people, currently we are 11 people working full-time on AI development in the centralised AI unit plus two PhDs. That’s not a lot. But we also work for local AI hubs in different newsrooms, so, people there spend time working with us. This is costly. It does take time and effort, in particular if you want high quality and you want to ensure everything aligns with the journalism. I do see a risk here of companies underinvesting and only doing the efficiency part and not aligning it with the journalism.

Do you have public facing tools and products?

In recommender systems we do, because that's about personalizing the news flow. That's public facing and enabled by metadata. We're also activating metadata in ways that are public facing just for example in 'read more' lists that are not personalized. But in general, we're not doing anything really public facing with generative AI that does not have human in the loop yet.

What are the biggest conflicts around AI in your organization or in the newsroom?

Most debates are about automated recommender systems. Because sometimes they churn out stuff that colleagues don't find relevant. But our journalists have very different reading profiles from the general public. They read everything, and then they criticize when something very old turns up. And then, of course, you have people thinking: "What will this do to my job?" But all in all, there hasn't been much criticism. We are getting a lot more requests like: "Can you please build this for me?"

What do you think the advancement of generative AI will do to the news industry as a whole?

Let's talk about risks first. There's definitely a risk of things being rolled out too fast. This is very new technology. We know some limitations, others we don't. So, it is important to roll it out responsibly at a pace that people can handle and with the proper education along the way. If you roll it out too fast there will be mistakes that would both hurt the rollout of AI and the potential you could create with it, impacting the trustworthiness of news. Another risk is not taking the need to align these systems with your initial mission seriously enough.

Some organizations struggle with strategic alignment, could you explain this a bit, please?

Generative AI has a well-known tendency to gravitate towards the median in its output. Meaning that if you have that fast prototype with a small prompt and roll it out then your articles tend to become dull, ordinary, and average. It's not necessarily a tool for excellence. It can be, but you really need to do it right. You need to align it with the news brand and its particular tone of voice, for example. That requires extensive work, user testing and fine-tuning of the systems underneath. If we don't take the journalistic work seriously, either because we don't have resources to do it or because we don't know it or move too fast, it could have a bad impact on what we're trying to achieve. Those are the risk factors that we can impact ourselves.

The other risks depend on what happens in the tech industry?

A big one is when other types of companies begin using AI to do journalism.

You mean companies that are not bound by journalistic values?

If you're not a public service broadcaster but a private media company, for the past 20 years you've experienced a structural decline. If tech giants begin de-bundling

the news product even further by competing with journalists, this could accelerate the structural decline of news media. But we should talk about opportunities now. Because if done properly, generative AI in particular has a massive potential. It can give journalists superpowers.

Because it helps to enrich storytelling and to automate the boring tasks?

We are not there yet. But generative AI is close to having the potential for, once you have done your news work with finding the story, telling that story across different modalities. And to me that is a strong positive potential for addressing different types of readers and audiences.

We included a case study on Magna in the first EBU News Report which was published in June 2024. What have your biggest surprises been since then?

My biggest positive surprise is the level of feedback we are getting from our journalists. They're really engaging with these tools. It's extremely exciting for us as an AI unit that we are no longer working from assumptions, but we are getting this direct feedback. I am positively surprised but also cautious about the extent to which we have been able to adapt these systems to our individual news brands. Our tool Magna is a shared infrastructure framework for everyone. But when you ask it to perform a task it gives very different output depending on the brand you request it for. You get for example a more tabloid-style response for Ekstra Bladet and a more sophisticated one for our upmarket Politiken. A lot of work went into writing very different prompts for the different brands.

What about the hallucinations everyone is so afraid of?

This was another surprise. We thought that factuality was going to be the big issue. We had many tests and found out that when we use it correctly and ground it in external facts, we are seeing very few factual errors and hallucinations. Usually, they stem from an article in the archive that is outdated because something new happened, not because of any hallucinations inside the model. The issue is more getting the feel right in the output, the tone of voice, the angles that are chosen in this publication that we're working with, everything that has to do with the identity of the news brand.

Q&A

"We should double down on arguing the case for real journalism"

OLLE ZACHRISON

AI Director SR, Sweden

You are not only the AI Director of Sveriges Radio but also co-founder of the Nordic AI in Media Summit, a go-to AI conference for the media crowd. How would you describe the current mood in the industry concerning AI?

In the past year, media companies have been moving from a lot of cool experiments and pilots into a more strategic use of AI. More organizations have explicit strategies of what they want to achieve and not just guidelines saying what not to do. It has shifted from a more careful and in a way negative stance to a more proactive and forward-looking stance.

What caused that shift?

The initial hesitancy was natural, because we all emphasize trust so much, especially in public service media. And nobody knew a year ago which use cases were creating real value. Swedish Radio has an AI strategy now that says very simply: We should use and accelerate AI to enhance and develop our journalism to give the audience better user experiences and to increase our internal productivity. And those three points have been very helpful in choosing what to focus on because you can do tens of thousands of things with AI, but you need a filter and a link to your value and your mission. We used these three pillars to frame our AI plan for 2025 which is a much more coherent and clearer plan than the kind of uncoordinated experiments we did previously.

Nordic publishers seem to be very much ahead in exploring and implementing AI-based solutions. Where does public service media sit in all of this?

Public service media is certainly more careful with the audience-facing use cases and automatic uses of generative AI towards audiences. For example, you tend not to see a lot of automated summaries of content or a lot of synthetic voices or virtual news presenters. Because more and more research is showing that people don't want to associate AI with news reporting and trustworthy news. That realization has sunk in among people like me who work with digital transformation and AI. Therefore, public service media organizations are focusing their AI efforts more on newsroom support.

Could you give examples for these supporting cases?

At Swedish Radio we do 370 audio news stories every day, in the form of news clips. And some of them are not very sophisticated. Take a big traffic accident outside of Stockholm. We have to report it. And we do now a 25 second audio clip on that that we upload into our content management system (CMS). It is transcribed in the background and editors get a suggestion for a headline and three bullet points. They have to manually oversee it and edit it, of course.

Have you seen any outstanding use cases?

We are copying one inspiring thing from RTS in Switzerland. It is also indirect, because the point is not the AI, it is the quality of the journalism. RTS built something like a journalistic coach into their CMS that pushes journalists to ask: what's the follow-up story to this news event? They based this on the user needs model, assuming that news consumers have a variety of needs. So, the AI coach is meant to help journalists explore other angles of a story, for example by putting a more constructive or explanatory frame on it. The goal is to diversify your journalism and your output to reach a bigger audience. This links AI tools to the core of the reporter mission instead of just automating stuff. We call our version vinkelkompisen, the angle buddy.

Do you use AI in audience-facing products, too?

Yes, we have automated the transcription of our podcasts, with a disclaimer that it can contain errors. Accessibility is a big thing in public service media, and we think this argument trumps the need of being 100 percent accurate. It has become almost a silver bullet for us in taking bolder steps that we can link to our public service mission. These things sound more like boring stuff than all these shiny super ideas about liquid content and agents. But I think those fancy new terms still contain a lot of fluff.

What about these agents? Everyone reports quite a high level of inaccuracies when they work with news content.

At this point very few people use agents, it is an immature technology. If you design an agent to fetch the news for you, it needs APIs in the system on the other side that can speak to those agents, a lot has to happen for this to work properly. Then again, this trend with hyper personalized news experiences is certainly something that we're going to see more of. Many in the media industry are worried about this arguing: "why should people come to our platforms if they can have their needs catered to in a better way?" But it is still so theoretical. That's why we as journalists are better off using agents for improving our research. Let's say you are an investigative reporter; instead of focusing all your time on this excel sheet in front of you, maybe you can assign an agent to do that for you and at the same time, say, listen through your interviews.

Which developments are you worried about?

I'm worried about the prominence of our news. How can we reach all of society if news consumption is maybe shifting to AI services where we don't control how we are represented. This could distort our news content and falsely attribute information to our brand. Factualness is key for us. Also, there is the danger that we are using their tools and all of a sudden, they start performing in a completely new way. That's why we're

trying to get people to our own platform. Also, we see more and more news companies strike partnerships or deals with AI companies and their news will be given prominence. Then again there is a degree of hypocrisy towards the platforms, because we're blocking services that aim to access our content. But at the same time, we are using more and more of their models to improve our journalism. We definitely need to strengthen our cooperation within the public service family, and the EBU can be part of this.

Which are the issues the industry needs to address more?

We should double down on arguing the case for real journalism. News journalism is not just aggregating news events telling what happened, like, what did Trump say? It's making the analysis. It's talking to sources. It's giving the background, putting the news story into context, being out there. Seeking the truth through human reporting is one of our core values. And I think we're not advocating that confidently enough. This is an asset that could be very, very interesting for services that want to provide credible information.

Q&A

> People came back to us saying they wanted to have clear rules”

ULI KÖPPEN

Chief AI Officer, BR, Germany

You and your team at Bayerischer Rundfunk have been early adopters and shapers of AI tools. Now that the use of generative AI has become a reality in most news organizations, where is the state of innovation now?

Most news organizations have started thinking about how to integrate AI into their workflows. What I call the ‘browser era’ – people just open another browser tab to access tools – seems to be still here, but the real challenge now is how to innovate workflows and integrate those tools into their systems. At BR, we are working hard at how to better use our data to compete in the AI-mediated media environment that is coming.

Can you elaborate a bit on that?

We need to pool all kinds of data. Like all legacy newsrooms, we have a lot of different systems and application programming interfaces (APIs) between those systems, but the next step is to build infrastructure for analysis, for AI, and for all kinds of automation. This will also be necessary in the next three to five years, when AI assistants will use the data we are publishing for information and personalization. We need a good strategy for how we are present in this world that is using AI for information.

What could such a strategy entail, could you give an example?

This comprises innovating our own products by integrating features like natural language search or personalized news offers. Additionally, we’re discussing how we want to be present on third-party platforms including new generative AI environments like ChatGPT and others. It’s crucial for us to offer seamless touch points with our quality content for our users – that can be in form of APIs, news agents or new features for our platforms.

Others have been cautious in the development of audience-facing products; you have developed and implemented several. What are your experiences?

We are currently focusing on how AI can help us to build a constructive dialogue with our users. Like any news organization, we are getting a tonne of comments, and we need to filter them. We built a comment moderation filter, which is one of the first generative AI tools that is up and running with our newsroom (**see use case #12 featured in the 2024 EBU News Report**). We are now working on a comment digest,

a user-facing tool. The idea of the digest is to help people understand the comment thread and what users are currently debating. We hope it makes it easier for users to enter a debate in a constructive way when it already has something like a hundred comments. It will also make it easier for our moderators to create a constructive atmosphere.

How does that work, is it summarizing viewpoints?

Yes, there is a short paragraph before the comment section begins, and a summary of the debate. This means you can easily grasp the most important viewpoints, including examples. With this, we hope to offer a stepping stone to enter this conversation for our users.

You're also working on personalization, particularly on changing the regional news experience.

One of our personalization products is the regional update, it's an interactive audio news brief that focuses on a certain location. You can type in a postcode, or you can be automatically located. Then you can customize your news brief. For example, "I want news from a 50 kilometres radius, no older than 24 hours, and alert me each time a new item arrives, please." The AI then creates a podcast for you, you get an alert and can listen to it, like to a radio programme. We have very good user feedback on this product because people are really interested in regional news, and they also want to customize and personalize the news for their needs. We are pursuing this kind of public service personalization to fulfill our regional mission in a digital data era.

Personalization is a hot topic in many news organizations, in particular the question, how much is too much? Have you debated this?

Sure, this is what we are framing with public service personalization. We're not after clickbait. We want to fulfill our mission and not narrow the focus of our users. That's why we don't have a topic filter in our product, just a location filter.

Are there other big issues that you're debating around the use of generative AI?

Of course. We have already rolled out an AI writing assistant that helps our journalists to be more effective in mundane tasks and in versioning articles. That's one of the repetitive tasks in the newsroom. We version one story for different radio programmes, for our website, and then for TV. And we are debating on how to use this tool. Like, is it just an assistant? What does 'just an assistant' really mean? How much text do we produce with it? And do people still have to work on those texts? We're still saying yes. There are cases where we do have direct automatization. But in most cases, people should use it for getting ideas, supporting the creative process, for versioning and then reworking the version. We usually don't want to replace any kind of decision-making process with AI. We carefully review results generated by generative AI because of hallucinations. We can't afford to publish any mistakes. And we also do have a lot of thoughts about improving quality with AI.

How do you define quality in journalism?

Our journalists are very creative in using AI for quality checks. For example, they are trying to check if they have all the perspectives needed in their articles. And they're using generative AI to ask questions like: 'is this really objective, or do I have an unintended bias in the article?' We then tell people: 'Yes, you can try to ask those questions, but you still have to use your mind and your good journalistic training to prevent having the wrong emphasis and perspective in an article.' This assistant is not a decision-making tool for you, you are the journalist. We have an AI Board, and our staff calls the board to ask those type of questions.

BR was among the first to have AI guidelines. How often do you go back and change some of them because there are new developments?

Our external-facing guidelines are quite high level, and they have served us well. The first version was online in 2020, and we just published a second version. Our more detailed internal guidelines are a bigger challenge. People came back to us saying they wanted to have clear rules, for example on how to use an AI assistant. And we started off by saying, here you have 10 questions that serve as guardrails for you, and you can make informed decisions within them. And we were really proud and thought, "now we have an empowered newsroom, people can make the decision themselves." But people didn't want that. They have come back to us saying, "I want rules." For example, a rule clarifying, "what kind of text can I produce with AI? Do you want me to use it for images, do you want me to use it for synthetic voice?" I was surprised because I thought people were more in favour of experimenting and deciding themselves. But it turns out that many are under time constraints and want to have very clear guardrails. We are currently reworking our guidelines.

Do you see any new risks emerging from the use of generative AI that you didn't see a year ago?

People are using Perplexity more and more instead of traditional search engines. And it has become a strategic question how we want to be there with our content. Also, the way AI agents use our content, and this way distances media outlets from their users. People also use speech assistants more in search. Agents like Gemini have boosted this conversational and very personalized experience. Going to websites, going to links is getting less and less important. This has accelerated in recent months.

What's not talked about enough in the industry in the context of generative AI?

I would love to see more discussion about how we can use pooled data between media houses in a constructive way, serving different business models and nourishing a good information ecosystem. But since business models are not safe yet, media houses are very reluctant to pool their data. They don't yet know: Will this data serve me or my competitor? Who is my competitor, the platforms out there, or the other regional newspaper around the corner? This might be something where public and private media houses can join forces, and we need to find a smart way of doing so.

Q&A

> Certain kinds of labels can backfire; they can create distrust"

AMY MITCHELL

Executive Director, Center for News, Technology and Innovation

People seem to trust technology – they use it all the time, for shopping, banking, navigating their way, even dating. When it comes to curating and creating news in the AI age, who or what do you think people will trust more, journalists or technology?

There is a persistent decline in the trust people express in journalism. But there is also a general scepticism, when it comes to technology or the companies that provide it. At the same time, people use a lot of both. With technology, research has shown time and again the role that convenience plays in people's choices about the way they access all different kinds of things, even if that means giving up their data. When it comes to news, people seem to actually make some effort. CNTI conducted a series of focus groups followed by nationally representative surveys in four countries – US, Brazil, Australia, and South Africa – on how people think about and define journalism and the ways they get informed. And people across the board spoke in quite some detail about the steps they take and the choices they make when gathering information.

Does the industry underestimate news audiences then?

What we saw in these focus groups was far from a passive news experience, it was about actively creating their habits. We were struck by the consciousness people have about the way they go about getting informed and when they are choosing to go deep on something or when they know they should be cautious. Conscious choice does not mean they will always choose journalism or long-form reporting – but what fits their current needs and interests. There is also always going to be a part of the public that seeks certain kinds of information. But for those who are really looking to be informed, they often go about it in a complex way.

Can people still tell what journalism is in this confusing information world?

Yes. We also found in both the focus groups and full surveys that majorities see a difference between journalism and news, often describing journalism as mission driven, thorough, researched, complete. But from their perspectives the journalism doesn't need to come entirely from traditional news organizations. At the same time, in our journalist survey, one out of four journalists do not think the public can distinguish between journalism and news. Though more than half concur with the public in saying people who are not journalists can produce journalism.

Research shows that influencer-type journalists who are not necessarily attached to a news brand play a much bigger role in today's information environment, not only for young people.

Influencer or creator-type providers are clearly a part of the news ecosystem today. And while young people often lead technology-related change, our recent US data finds this trend cuts across age groups at least to a certain extent. The data also finds, though, that it is not to the exclusion of institutional journalism. Those who regularly get news from influencers still mostly turn to organizations for news and value the role of journalism in society.

Do you think AI will be a game changer for journalism?

AI will be a game changer in how we get informed and the way we access things digitally, the kind of information that we get. There's an opportunity for journalism to have AI help foster greater trust and relationships with their audiences. There's also a risk for it to further decline this trust. The direction it takes will be determined by the way that the journalism industry chooses to use AI, cover it, think about technology, and talk about that with their audiences.

What would you suggest newsrooms do to build that trust?

I often choose the word relevance over trust. People have repeatedly said they do not trust social media for news, but they still go there – and pick and choose. Being relevant involves connecting with people, with their current needs and way of going about their lives and intake of information. Part of what has been built into the journalism practice is caution, thoroughness as well as a certain level of scepticism towards change or giving up control of the process. As technology advances at incredibly rapid paces, it is hard to maintain that approach. Being able to work with technology, having greater confidence, knowledge and skill with it becomes an important part of newsroom culture as well as really understanding and respecting public behaviour.

You are saying, all journalists have to become fully digital literate?

Right. This has come up not just in discussions around AI, but when it comes to journalist safety, figuring out how to protect yourself. Effective self-protection requires facility with and an understanding of technology. That combined with a willingness and desire to experiment is important to be able to manage the rapid pace of change. And it is critical that this doesn't mean a lowering of standards. This is even more critical today when there are so many kinds of disinformation or just wrong information. The journalistic element of thoroughness and carefulness in reporting and the information that goes out is more important than ever.

Do you see digital divides worsening between those people who are making these conscious choices that you were talking about and those people who have no clue because the information age has gotten so complex?

The short answer is yes, and I think some of that is access tied to geography and socioeconomics, but it's not just the public in terms of their access. That divide exists inside of newsrooms, too. It is important to ensure an equality of access to AI tools both within newsrooms and for those producing journalism as well as for the public that needs to be able to use them.

What does your research reveal about the public's reaction to journalists using AI?

We saw in focus groups that people were really open to journalists using AI as a tool, because they found it helpful themselves. But what came up often is that people said they needed to know that the journalist could vouch for the AI product, that they understood the model and what its data input and limitations were. In other words, making it clear that they stand by their work. In surveys we did see more negativity towards AI from Americans and Australians versus Brazilians and South Africans.

Do you think journalism needs AI labels – and to what degree?

The research shows the public has expressed again and again a desire for transparency. At the same time, research experiments have found that certain kinds of labels can backfire, they can create distrust, mostly when they were just standard labels stating that AI was used or not. We need to do more experimentation and research to get a sense of what would be most meaningful. The media can also look to other industries and study which kinds of labels have built trust.

What's not talked about enough in the industry, in the context of journalism AI?

We don't talk much about how the public often looks to journalists to be teachers about new things. And journalists can teach the public about AI. That impacts the way the public thinks about it. There's an opportunity here for journalists to strengthen their relationship with a public who wants to make sense of technology. Journalists also have the responsibility to be thinking about what the full story is, and what is important for the public to know.

Q&A

"What AI doesn't change is who we are and what we're here to do"

PETER ARCHER

Programme Director Generative AI, BBC, United Kingdom

BBC research recently revealed disturbing inaccuracies when AI agents provided news content and drew on BBC material. About every second piece had issues. Did you expect this?

We expected to see a degree of inaccuracy, but perhaps not as high as we found. We were also interested in the range of different errors where AI assistants struggle including factual errors, but also lack of context, and the conflation of opinion and fact. It was also interesting that none of the four assistants that we looked at – ChatGPT, Copilot, Gemini, and Perplexity – were much better or worse than any of the others, which suggests that there is an issue with the underlying technology.

Has this outcome changed your view on AI as a tool for journalism?

With respect to our own use of AI, it demonstrates the need to be aware of the limitations of AI tools. We're being conservative about the use of generative AI tools in the newsroom and our internal guidance is that generative AI should not be used directly for creating content for news, current affairs or factual content. But we have identified specific use cases like summaries and reformatting that we think can bring real value. We are not currently allowing third parties to scrape our content to be included in AI applications. We allowed ChatGPT and the other AI assistants to access our site solely for the purpose of this research. But, as our findings show, making content available can lead to distortion of that content.

You emphasized working with the AI platforms was critical to tackle this challenge. Will you implement internal consequences, too?

Generative AI poses a new challenge – because AI is being used by third parties to create content, like summaries of the news. I think this new intersection of technology and content will require close working between publishers and technology companies to both help ensure the accuracy of content but also to make the most of the immense potential of generative AI technology.

So, you think the industry should have more self-confidence?

Publishers, and the creative and media industries more broadly, are critical to ensuring generative AI is used responsibly. The two sectors – AI and creative industries – can

work together positively, combining editorial expertise and understanding of the audience with the technology itself. More broadly, the media industry should develop an industry position – what it thinks on key issues. The EBU can be a really helpful part of that. In the UK, regulators like Ofcom are interested in the AI space. We need a constructive conversation on how we collectively make sure that our information ecosystem is robust and trusted. The media sector is central to that. On the research, we will repeat the study, hopefully including other newsrooms. Because I'm fascinated to see two things: Do the assistants' performances change over time? And do newsrooms of smaller languages see the same issues or maybe more?

Do you think the media industry in general is behaving responsibly towards AI? Or what do you observe when you look outside of your BBC world?

On the whole yes, and it's great to see different perspectives as well as areas of common interest. For example, I think everybody is now looking at experiences like chat assistants. There's so much to do it would be fantastic to identify common priorities across the EBU group, because working on AI can be hard and costly and where we can collaborate we should. That said, we have seen some pretty high-profile mistakes in the industry – certainly in the first 12 to 18 months after ChatGPT launched – and excitement occasionally outpaced responsible use. It's also very helpful to see other organizations testing some of the boundaries because it helps us and other public service media organizations calibrate where we are and what we should be doing.

There are huge hopes in the industry to use generative AI to make journalism more inclusive, transcend format boundaries to attract different audiences. Are these hopes justified?

I'm pretty bullish. The critical thing is that we stay totally aligned to our mission, our standards, and our values. AI changes a lot, but what it doesn't change is who we are and what we're here to do. One of the pilots that we're looking at how to scale is taking audio content, in this example, a football broadcast, and using AI to transcribe and create a summary and then a live text page. Live text updates and pages on football games are incredibly popular with our audiences, but currently there's only so many games we can create a live page for. The ability to use AI to scale that so we can provide a live text page for every football game we cover on radio would be amazing. One of the other things that we're doing is going to the next level with our own BBC large language model that reflects the BBC style and standards. This approach to constitutional AI is really exciting. It's being led out of the BBC's R&D team – we're incredibly lucky to have them.

Do you have anything fully implemented yet?

The approach that we've taken with generative AI is to do it in stages. In a number of areas, like the football example, we are starting small with working, tactical solutions that we can increase the use of while we work on productionised versions in parallel. Another example is using AI to create subtitles on BBC Sounds. Again, here we've got an interim solution that we will use to provide more subtitles to programmes while in parallel we create a productionized version that is that is much more robust and easier to scale across all audio. A key consideration is creating capabilities that can work across multiple use cases not just one, and that takes time.

What is your position towards labelling?

We have a very clear position: We will label the use of AI where there is any risk that the audience might be materially misled. This means any AI output that could be mistaken for real is clearly labelled. This is particularly important in news where we will also be transparent about where AI has a material or significant impact on the content or in its production – e.g. if an article is translated using AI. We're being conservative because the trust of our audience is critical.

What's the internal mood towards AI? The BBC is a huge organization, and you are probably working in an AI bubble. But do you have any feel for how people are coming on board?

One of the key parts of my role is speaking to teams and divisions and explaining what AI is and isn't and the BBC's approach. Over the last 12 months, we've seen a significant increase in uptake of AI tools like Microsoft Copilot and many staff are positive about how AI can help them in their day-to-day work. There are of course lots of questions and concerns, particularly as things move quickly in AI. A key thing is encouraging staff to play with the tools we have so they can understand the opportunities and limitations. Things like Microsoft Copilot are now available across the business, also Adobe Firefly, GitHub Copilot, very shortly ChatGPT. But it's important we get the balance right and listen carefully to those who have concerns about the use of AI. We are proceeding very carefully because at the heart of the BBC is creativity and human-led journalism with very high standards of editorial. We are not going to put that at risk.

What's not talked about enough in the context of generative AI and journalism?

We shouldn't underestimate the extent to which the world is changing around us. AI assistants, AI overviews are here to stay. That is a fundamental shift in our information landscape. In two or three years' time, many may be getting their news directly from Google or Perplexity. As our research showed, there are real reasons for concern. And there is this broader point around disinformation. We've all seen the Pope in a puffer jacket, right? And we've all seen AI images of floods in Europe and conflict in Gaza. But we're also starting to see the use of AI at a very local level that doesn't get much exposure but could nevertheless ruin lives. As journalists, we need to be attuned to the potential misinformation on our doorstep that is hard to spot.


WE ARE
OPEN!
!?!
The old and the new news
APPENDIX
DEAL WITH IT
on behalf of

BACK TO CONTENTS

LIST OF INTERVIEWEES

ROBERT AMLUNG, Head of Digital Strategy, ZDF

PETER ARCHER, Programme Director Generative AI, BBC

CHARLIE BECKETT, Director JournalismAI project, London School of Economics

PHOEBE CONNELLY, Senior Editor, AI Strategy and Innovation, Washington Post

EZRA EEMAN, Strategy & Innovation Director, NPO

LAURA ELLIS, Head of Technology Forecasting, BBC

LAURENT FRISCH, Head of Digital and Innovation, Radio France

JYRI KIVIMÄKI, Executive Producer, AI & Editorial Solutions, Yle

ULI KÖPPEN, Chief AI Officer, BR

ROMA KOJIMA, Senior Director, Enterprise Audience Data & AI, CBC/Radio Canada

ANNE LAGERCRANTZ, Director General, SVT

KASPER LINDSKOW, Head of AI, JP/Politikens Media Group

PATTI MAES, Professor of Media, Arts & Science, MIT Media Lab

GEMMA MENDOZA, Head for Digital Services & Lead for Disinformation & Platforms Research, Rappler

AMY MITCHELL, Executive Director, CNTI

MINNA MUSTAKALLIO, Head of Responsible AI, Yle

JAN SCHÜSSLER, Head of AI Initiatives at ZDF's editor-in-chief office, ZDF

RAMAA SHARMA, Independent Consultant & Coach, How We Do This Ltd.

FELIX SIMON, Research Fellow, Reuters Institute for the Study of Journalism, University of Oxford

OLLE ZACHRISON, AI Director, SR

BACK TO CONTENTS

ACKNOWLEDGEMENTS

This report is human-made, and it couldn't have been made without the exceptional engagement of human beings from across the globe. Our deep thanks extend to all our interview partners who committed precious time to share their knowledge, insights, and experiences and pointed to valuable use cases and research in this rapidly evolving field.

From the EBU's supporting teams, we would particularly like to thank John O'Callaghan who has led on communications and contributed to the report's publicity by developing and promoting preliminary materials. John Howe mastered the challenge to design an appealing and user-friendly document. Sally Clarke did a great job on proofreading.

We are sincerely grateful to the EBU News Committee, led by Eric Scherer, which funded the report. Finally, we are indebted to Noel Curran, the EBU's Director General and Liz Corbin, Director of News, for trusting us with this project and for their invaluable support. Without them, this work could not have occurred. Of course, any errors and omissions are entirely our responsibility.

DR ALEXANDRA BORCHARDT

Alexandra Borchardt is the author of 'Leading Newsrooms in the Age of Generative AI". She was also Lead Author of the three previous EBU News Reports 'Trusted Journalism in the Age of Generative AI', 'Climate Journalism That Works – Between Knowledge and Impact' (2023) and 'What's Next? Public Service Journalism in an Age of Distraction, Opinion, and Information Abundance' (2021). She is an independent journalist, book author, lecturer, and media advisor with more than 25 years of experience in newsrooms of major news brands, 15 of these in leadership roles. She is affiliated with the World Association of News Publishers (WAN-IFRA), the Constructive Institute in Aarhus, and the Reuters Institute for the Study of Journalism at the University of Oxford. She used to be managing editor of *Süddeutsche Zeitung* (SZ) in Munich. Alexandra is an honorary Professor of Leadership and Digital Transformation at TU Munich's TUM School of Management. She holds a PhD in Political Science from Tulane University, New Orleans.

mail@alexandraborchardt.com, @AlexaBorchardt

ED MULHALL

Ed Mulhall is an editorial advisor and media consultant. He is a former Managing Director of RTÉ News and Current Affairs and previously worked as a radio producer, television producer, news programme editor and managing editor of TV News. He was an elected member of the EBU News Committee for several terms during his time with RTÉ News. Since leaving RTÉ he has worked as an editorial advisor and consultant, is a research associate with the Department of Political Science, Trinity College Dublin and has written on history, literature, and media topics. He has acted as an Editorial advisor for the EBU News Department on many projects including successive EBU News Reports.

KATI BREMME

Kati Bremme did the illustrations in 'Leading Newsrooms in the Age of Generative AI' and was co-author and illustrator of the previous report 'Trusted Journalism in the Age of Generative AI'. She is a media expert with 20 years of experience in digital transformation for broadcasters. With a background in the arts and humanities, marketing, publishing, and TV production, she currently specializes in AI, and Web3 and their strategic applications for the media sector. Throughout her media career, she has worked in both broadcast and digital realms and is now adept at building bridges between television, radio, and the digital world, reflecting their interconnected roles in the public's daily life. She currently works as the Head of Innovation at France Télévisions, the French public broadcaster. She is also the editor-in-chief of the blog Meta-Media, a collaborative platform exploring the future of journalism and media literacy.

BACK TO CONTENTS

BELÉN LÓPEZ GARRIDO

Belén López Garrido is an Editorial Manager at the European Broadcasting Union. A Columbia University School of Journalism graduate, she has over 20 years of experience as a reporter and editor, having worked for TV, radio, and magazines in both the United States and Europe. She is the AI lead at Eurovision News and works in the design and implementation of digital news innovation projects. Belén also heads the EBU Investigative Journalism Network, where she has coordinated numerous cross-border journalistic investigations with participating EBU members throughout Europe, with several receiving award nominations.

lopez-garrido@eurovision.net

YOLÈNE JOHANNY

Yolène Johanny is the Project Manager for "Leading Newsrooms in the Age of Generative AI". She is the News Governance and Administration Manager of the European Broadcasting Union, and is in charge of Members' relations and all aspects of governance, external and internal communications, and administrative tasks in Eurovision News.

johannyy@eurovision.net

EBU

OPERATING EUROVISION AND EURORADIO

The European Broadcasting Union (EBU) is the world's leading alliance of public service media (PSM). We have 113 member organizations in 56 countries and have an additional 31 Associates in Asia, Africa, Australasia and the Americas. We strive to secure a sustainable future for public service media. We provide our Members with world-class content from news to sports and music, and build on our founding ethos of solidarity and co-operation to create a centre for learning and sharing.

Follow us

facebook.com/EBU.HQ/

linkedin.com/company/ebu

instagram.com/ebu_hq

EBU Update monthly newsletter

CONTACT INFORMATION

EUROPEAN BROADCASTING UNION
L'Ancienne-Route 17A
1218 Le Grand-Saconnex
Geneva, Switzerland

T +41 22 717 2223