

Abstract for the general public

As the business models of news organizations continue to evolve, moving increasingly from advertising revenue to subscriptions, newsrooms are looking for ways to meaningfully engage with (and maintain) existing audiences, as well as attracting new consumers. Increasing staff diversity is one innovation news organizations are employing to help achieve these goals.

There are some developments that complicate the promise of *diversity management as innovation in journalism*. First, the same strategy can be employed by media outlets, working to reshape public opinion in ways that contributes to the erosion of liberal democratic values. Second, due to trolling, incivility and hate-speech journalism build around audience engagement, is proving problematic to practice, while online hostility affects journalists particularly when they are identifiable as a marginalized race or gender or when they write on certain topics, such as women's rights or the refugees. Third, technology, algorithms and "big data", increasingly employed by newsrooms to drive their work, are making old hierarchies and biases real once again, making women's and minority journalists' work even more complicated.

The aim of this project is to understand what *diversity as innovation in journalism* is or is not going to be. This is critical for ensuring journalism remains a cornerstone of healthy democracies and open societies. Project explores the social activity of journalism, as it is managed and practiced in the era of digital and networked journalism, with the objective of increasing newsrooms' diversity, across national and regional, print and broadcast legacy newsrooms in Sweden, the UK and Poland. While many differences (and some similarities) can be noted about these countries' models of media and politics, they represent very different cases when it comes to the tradition of diversity management. On the one hand, the UK, due to its colonial legacy, is considered a heterogeneous society, and has a long diversity management tradition. Sweden is in transition, due to immigration and intake of refugees, from homogeneous to a more heterogeneous society, and while it has relatively little experience with diversity management it still represents, at large, an open and liberal society. On the other hand, Poland is largely a homogeneous society, making international headlines in recent years for refusing to respect the EU refugee quotas, sending thousands of women to the streets in defense of their reproductive rights and, recently, for declaring an "LGBT-free zone" in one-third of the country's municipalities.

The value created by this project is twofold. Practical knowledge on the implementation of *diversity management as innovation in journalism*, its pitfalls, emerging risks as well as opportunities for new interventions and learning will be shared with relevant industry research partners, such as the Fojo Media Institute in Sweden, Institute of Public Affairs in Poland, Reuters Institute for the Study of Journalism in the UK, and the International Center for Journalists (ICFJ). Project output will also contribute to journalism studies, and media and communication scholarship, bringing in empirical substance to the current debates at the nexus of changing newsrooms cultures, journalism, innovation and digital media, but also to questions of safety of journalists and freedom of expression.

Organizational and management theories, critical political economy of communications, as well as insights from critical race and cultural studies, and elements of actor-network theory, are employed to guide this work.