TRUST TOOLKIT

FUTURE MEDIA HUBS

A document of Future Media Hubs in collaboration with

vrt

npo

IN LAB Schibsted

1V EenVandaag

CARDIFF UNIVERSITY

Luxemburger Wort

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INTRODUCTION

According to the Reuters Digital News Report of 2025, 58% of respondents feel unsure about their ability to distinguish truth from falsehood in online news. Luckily, Future Media Hubs found the one solution to regain all faith in media in just one day with the help of AI. Jinx. But we did talk to five people from all over Europe on how their organizations started (re)building that trust. It involves transparency, accountability, human connection, honesty about mistakes and genuine engagement with the communities you are failing to reach. The goal of this toolkit is to collect and share practical examples of how broadcasters build and maintain trust with their audiences, so we can learn from each other's approaches and inspire future initiatives.

The challenge for the industry has been clear: in a world where people are becoming increasingly suspicious of traditional media, how do you hold on to the trust that's left? That's exactly why we gathered these five practical examples. Not theories or aspirations, but actual initiatives from newsrooms that tried something different.

What you're about to read comes from a diverse range of experts building trust from different angles. Belenn Bekele shows how co-creating with young people at IN/LAB led to innovations like "the ethics box" that demonstrably increased reader trust. Felix Rohrbeck explains why German media's fear of admitting mistakes is unfounded and how honesty might matter more than competence. Gerson Veenstra reveals how EenVandaag built a seven-person team dedicated entirely to one-on-one audience interaction. Jörg Tschürtz walks us through implementing The Trust Project's transparency standards across 90 journalists at Luxemburger Wort (Mediahuis). And Shirish Kulkarni challenges the entire system, arguing that real trust comes from showing up for people when there's nothing in it for you.

Each approach is different. Each one works. And each one offers something you can learn from and adapt to your own context. Because if there's one thing these cases prove, it's that rebuilding trust isn't about finding the perfect solution. It's about taking action and being willing to do journalism differently.

FOSTERING TRUST THROUGH CO-CREATION

Collaborating with young people at IN/LAB



Belenn Bekele works as a Program Manager at IN/LAB, or Inclusion Lab, a joint innovation lab by Schibsted and the Tinius Trust. Her work focuses on making news more inclusive and relevant for people who are, for various reasons and to various degrees, distant from the media. IN/LAB does this by exploring future news experiences together with groups of young people, with the goal understanding the challenges they face with the news and how media can meet their needs.

Belenn's work at IN/LAB is focused on co-creation. She and her team facilitate about one or two co-creation programs a year, inviting young people into innovation processes. This work results in concepts, prototypes and insights that are later shared with, and discussed within the Schibsted newsrooms.

Although building trust is not IN/LAB's explicit mission, it's often a byproduct of their work on inclusion. When people get brought into IN/LAB's processes, their view of news and the media industry often becomes more nuanced.

Connecting with the young audience

At the start of IN/LAB, Belenn used a combination of her personal network and some youth organizations she was already familiar with to find people who were willing to be part of the first co-creation program. If you don't use your connections, you have to spend a lot of time to create trust with a partner. Snowballing through your private network can be very useful to build further on the relationships you already have.

In the beginning, it was challenging to estimate what those programs exactly were going to look like. For example, do young people want to come to the office or do we need to go where they are? What IN/LAB learned is that they preferred coming into the office as it actually makes the work feel serious.

And since the people taking part in the program are getting paid, it also sets the tone that they are there to contribute. They explicitly choose to financially compensate the people involved in the co-creation program. Because if only people that are part of the programs are people who think they might get something out of it (like a job in media, for example) in the long run, their opinions might be biased in the hopes to be liked. And how representative is that?

An added bonus to IN/LAB's work; is that it allows young people to be introduced to the industry and see if that's something they might be interested in. It's not IN/LAB's, but it's a great way of showcasing journalism as an attractive place to work for people who never thought about it as a job opportunity in the first place.

"If we consider their contribution important enough to involve them in our work, then we should also be willing to compensate them for it"

Belenn Bekele - Co-head of Lab at Schibsted InLab

The Ethics Box

The work at IN/LAB is mostly focused on exploring future news experiences. It's not product development, testing how it could function here and now. It's an opportunity to think freely for people who are not bound by the constraints of how news should work today. A question that's often asked is: "if you could imagine it, what would it look like?" From one of their innovation processes with young people, a feature called The Ethics Box came out. The Ethics Box gives readers access to editorial reasoning behind a news story and provides transparency behind key decisions.


AFTONBLADET

Nyheter / Skolskjutningen i Örebro 2025

Uppgifter: Rickard Andersson inne på skolan – före dådet

SÅ HÄR TÄNKER VI

Därför skriver vi ut namn och bild på Rickard Andersson

- Personen misstänks ha utfört ett av Sveriges värsta massmord, vilket innebär ett extremt stort allmänintresse. Det motiverar en identifiering för att ge en fullständig bild av händelsen.
- De pressetiska reglerna betonar att namnpubliceringar ska övervägas noggrant och avstås från om det kan skada enskilda individer oproportionerligt.
- Eftersom gärningsmannen avlidit i samband med dådet finns ingen risk att han själv påverkas negativt av publiceringen. Däremot kan anhöriga drabbas, och det är något som alltid tas i beaktande. Men när brottet är så allvarligt och påverkar hela samhället väger samhällets rätt att få information om gärningspersonen tyngre.

Läs mer om pressetik på Aftonbladet här.

VISA MINDRE

Aftonbladet - Ethics box interface

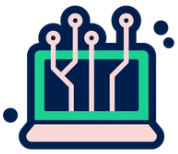
The core idea IN/LAB took from the process was: what happens if you can just be transparent with the reasoning? After that, Aftonbladet, which is one of Schibsted newsrooms, did A/B testing with a real audience, comparing reactions to articles with and without the ethics box. What they saw is that readers who saw the box not only understood the process better, but they also expressed a higher grade of trust in the content. So, they decided to actually implement The Ethics Box. This is a beautiful example of futuristic co-creation sessions coming together with concrete and easy-to-implement measures Aftonbladet could take today.

Conclusion

If you work with inclusion, it's important you include the people you want to build trust with into the work of reaching them. Try to find meaningful ways to collaborate with them.

Besides that, you need to be open to measuring that impact differently. It's not easy to track the exact statistics, but there are additional values you can bring like shifting mindsets or having people being interested in your industry. There are things you might not be able to benefit from now, but they are a future investment.

Tips and tricks



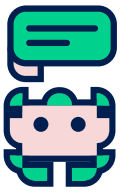
Use your personal network to get started.



Pay participants for their time.



Involving people gives you potential work talent in the long run.



Ask “if you could imagine it, what would it look like?”



If you want to read more about trust at Schibsted and the four key drivers to trust they identified, you can do that...



here

REGAINING TRUST BY SHOWING HUMANITY

Research on admitting and explaining mistakes at by Felix Rohrbeck

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Felix Rohrbeck - business journalist

A case for criticism

Seeing in his own environment how people became more sceptical of established media, Felix had to admit there was a valid point to the critique. Because when media companies are sweeping their mistakes under the rug, people to look for their information on the internet, a far less reliable source. This made Felix want to research if explaining your mistakes to the audience, will or won't lead to negative assumptions. Because if you don't explain it, people come up with their own explanation.

The current culture of admitting mistakes in Germany is almost non-existent. Why is that? Since we are so good at criticising and demanding self-criticism from others. The most important reason seems to be that journalists there is a lot of shame involved. Not only in front of the public, but also in front of the colleagues or bosses. They feel like it's a weakness if you make a mistake. But, interestingly enough, in the very few cases Felix found that journalists apologised for their mistakes and explained why they made a mistake, the reaction from the public was very positive and forgiving. This proves that very often, the fear to acknowledge mistakes is not rooted in reality.

A bold case for Der Spiegel.

In that sense, Felix actually recommends establishing a better culture of admitting mistakes. It also helps when this is done from the top to the bottom. A super bold example of the way to self-criticise is the German news magazine Der Spiegel.

A great example of this practice is a case where Der Spiegel started a format where Bernhard Pörksen, a well-known German media professor was allowed to criticize the magazine four times a year, in a column within the magazine. He had total freedom to write what he wanted and talk to who he wanted. Nothing was off limits and whatever he wrote, would be published exactly how he wrote it. This was an initiative from the editor in chief and showed the journalists an impulse for self-reflection that started from the top down.



Interface of the Columns on the Der Spiegel website

They even went a step further. When Bernhard Pörksen went behind the scenes of the newsroom, something Der Spiegel was pushing back against initially, it turned out to be the most positive essay of them all. Because when Pörksen could peak behind the curtain and see how everything was made, he could actually see how hard journalists fought for the integrity of their pieces. This should also be encouraging to make people feel more comfortable with sharing insights into the newsroom and not keeping the inners workings such a big secret.

Competence versus honesty

What Felix found is that when you talk about trust, there are two dimensions to the concept: one is the assumption of competence. First, is the journalist or the media house competent? The other dimension is the assumption of honesty.

Interestingly, in almost in all cases when journalists talk about transparency, they try to demonstrate competence. They tell the readers about how much research they did, how deep they are into the topic and what they studied that allows them to be an expert on the topic at hand. In that sense, they are trying to demonstrate competence and hope it leads to more trust. However, the root of the trust problem lies more often in the field of honesty: if people think that journalists and the media are not honest, you can give them as many facts as they want, it won't change anything.

If you start talking openly about your mistakes and challenges, that could pay into the honesty dimension. When media companies think about transparency, they should not only think about competence, but also about honesty.

"It's not about making a few small tweaks and you are done. Regaining trust in news is a game you can only win in the long run."

Felix Rohrbeck - business journalist

What is a mistake?

The current problem is that there are no formats for news brands to show mistakes. There are notices of correction when facts are wrong, but when we talk about mistakes, we shouldn't only talk about the factual mistakes.


Jeden z największych w kraju
Magazyn skór surowych w Toszku
23 sesja PRN

The general distrust in journalism is not the result of misspelling a name or getting a location wrong. When we think about mistakes, we should have a broader perspective. For example: what leads to the feeling of many readers that our journalism is one sided? Or can you separate the facts from the opinion or is it all mixed up? It's a softer approach, but people want to know more about these kinds of things. In that way, we should understand mistakes not only as factual mistakes.

Tips and tricks



Explain your mistakes. Do it in a way that feels comfortable to you.



Start new, exciting formats and be brave.



Focus on honesty, not just competence.



You can read more about the column in Der Spiegel



here

A TEAM DEDICATED TO INTERACTION

EenVandaag and creating a connection with the audience



EenVandaag is a well-known Dutch current affairs program produced by AVROTROS. About three years ago, they started to heavily focus on one-to-one interaction with the audience by creating a dedicated team within the organization. This resulted in a whopping 13% growth in trust in a little over a year. An investment, sure, but focusing on human connection turned out to be more than worth it.

Gerson Veenstra is editor-in-chief online and interaction at EenVandaag. He told us that what started as a way to observe their audience turned into a team of seven people whose job it is to make sure journalists always ask themselves: what does the audience want to know?

Going from research to a concrete case study

When EenVandaag started measuring what the audience actually knows, it turned out to be: not as much as we think. Journalists often assume that people understand what the news is about. But the research soon showed that people are often confused about definitions that might not be as simple as we think. Transgressive behaviour, for example, how do you define it? For some people, it might mean something different than it does for the journalist. This led to the conclusion that a lot of decisions were made on the gut feeling of a journalist, not on the needs of the audience.

From here on, the team at EenVandaag decided to reach out to their viewers by creating a chat function that leads the audience directly to someone from the interaction team. They also started measuring a group of five hundred people who had already engaged with the brand on three separate occasions to see if this led to more trust in the brand.

Some initial fears turned out to be quite manageable, like: will the public start sending in an overload of questions? Luckily not, otherwise you'd need a much bigger team. However, viewers say that it's nice to know they have the option to ask a question (and actually get an answer) if they have one. Another concern was hate comments, something that seems unavoidable when it comes to online interaction. But those never came. It turns out that because people immediately get to talk to a real person, their anger dies down rather quickly.

"It is extremely important to focus on creating a connection with the audience. Especially when you look at the developments that AI brings, you have no choice but to focus on interaction and trust. That will soon be the only reason why people will come directly to you."

Gerson Veenstra - Editor-in-chief Interactionteam at EenVandaag

Focus on interaction

The research makes clear that a lot of people ask for help. Does that make journalists servants to the audience instead of just presenters of facts? It's something some journalists still struggle with, although the two aren't mutually exclusive. Gerson found that they often can predict if an article is going to do well beforehand based of the amount of questions people have on the subject.

Gerson also feels like the change in social media has something to do with this. Twitter and Facebook used to be ways to connect with people, but those platforms changed in the last couple of years and journalists didn't. We need to find a way to reconnect with the audience one-on-one. Not only can journalists use that information to write initial articles, but they can also use it to write follow-ups. It doesn't mean you have to do everything the audience asks, it just means the journalists have to value their opinion.



The interface of the chat function from the EenVandaag website

How to build a team

What does an interaction team look like? Gerson recommends starting small and building on that. In the case of EenVandaag, it's seven people and the editor-in-chief. Half of their time, they are creating content that is focused on answering audience questions. This can be an article, but also an explainer video. Besides that, the team is present at all the big meetings, advocating for the audience and making journalists aware of questions they can weave into their reporting.

Initially, there was a bit of testing required to figure out how they could be useful. What didn't work, for example, was sending out a transcription of the weekly chat to the redaction. It was too long, too personal. Now Gerson and his team write a summary with some (critical) context. Mostly, they try to shake up the idea that journalism always has to come from what the journalist thinks is relevant. Because when you write more towards what the audience wants to know, it ends up being a win-win for everyone.

What's next?

Some great initiatives have come from the research. Besides the chat box, they've also made a YouTube video to help people develop an informed opinion about the upcoming elections, and journalists have hopped onto the chat box themselves to answer questions after certain segments. All of this doesn't only build trust, it creates transparency, accountability, deeper understanding and a real connection with the audience. This shows that EenVandaag is not done connecting to their audience at all. They're just starting.

Tips and Tricks



Test your assumptions on what the audience actually understands.



Let people talk to a real person.



Returning questions tell you what will do well.

TRUST THROUGH TRANSPARENCY

Implementing 'The Trust Project' at Mediahuis Luxembourg

Luxemburger Wort is a newspaper that reaches about half of the residents of the Grand Duchy of Luxembourg. Together with its sister brands Virgule, Luxembourg Times and Contacto, they are the first Mediahuis titles to receive certification by 'The Trust Project', indicating their commitment to high transparency standards as a way of establishing trust. Jörg Tschürtz, Online Chef of Luxemburger Wort, was part of the small group that implemented these rules amongst 90 journalists.



Luxemburger Wort

Like other media companies, Luxemburger Wort is facing a general decline in subscribers and trust in media. But they're also dealing with a very unique challenge: publishing their newspaper in a country with a remarkably diverse language environment. Because of that, the integrated newsroom of Mediahuis produces news in four languages: German, English, French and Portuguese. Being in such a privileged position of reaching so many people, they feel it's their responsibility to do something about these issues and not just sit back and watch.

"What started as a way to serve the audience better became a way to align the whole newsroom."

Jörg Tschürtz - Head of Publishing Team at Luxemburger Wort

The Trust Project

Tips and Tricks

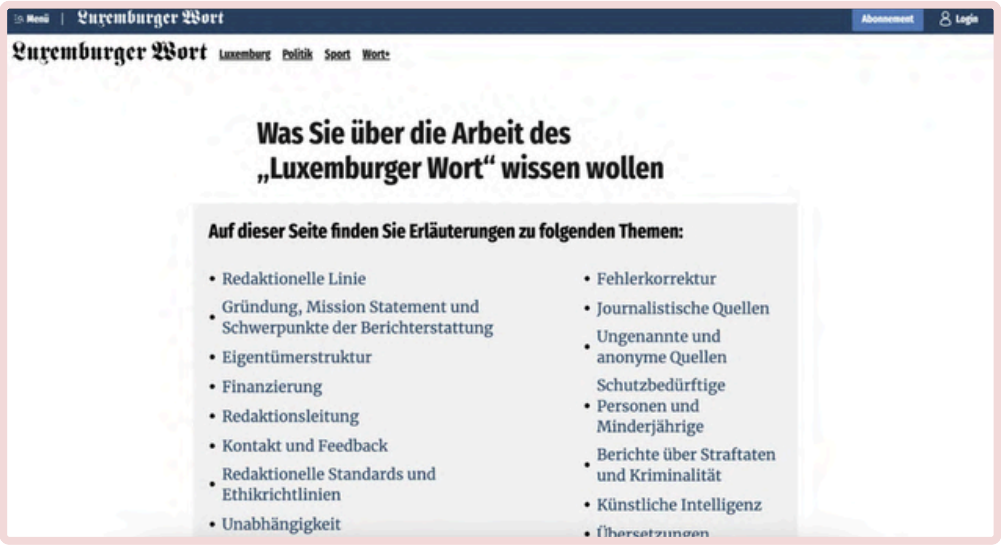
'The Trust Project' is an international initiative that helps news organizations build transparency and earn trust through clear standards. Think of it as a framework that pushes media houses to be more open about their journalistic processes, from how they handle corrections to how they use AI.

For Luxemburger Wort, Virgule, Luxembourg Times and Contacto, 'The Trust Project' was an important moment because it made them look at themselves as one newsroom instead of separate brands. It helped them align the standards amongst all brands when it comes to dealing with mistakes, transparency and truthfulness, and in that way strengthen collaboration in the newsroom.

What does it look like?

There's now a dedicated page for corrections made on articles, with a clear marking in articles where corrections were made. Another example of the alignment is the clear labelling of articles that distinguishes news from opinion. Besides that, they've updated author profiles too. Every article links to a journalist profile that clearly states their expertise and background. In that way, there's much more information for the reader as to why someone is writing on a particular subject. Lastly, there's a published AI guide that readers can look into and clearly see that the news brands of Mediahuis Luxembourg always apply the principle of human control.

It's pretty rigorous work to receive the Trust Project certification, work that also raised some internal questions. For example, how do you to label correctly? What kind of wording do we use to indicate to a reader that an article is a translation? Luckily, the news brands at Mediahuis Luxembourg managed to implement them in a pragmatic way.



The interface of corrections page on the Luxemburger Wort website

Next steps

Although that little T is now there, it's not something that's finished yet. The actual work to explain what it means for readers is just getting started.

Besides implementing 'The Trust Project', there are also live events coming next year. There, people can ask questions or experts on a topic are invited. Physical events have become a big part of connecting to the audience for Luxemburger Wort and its sister brands. In that way, readers can also engage in physical dialogue with the journalists. Digitalization leads to anonymization, so readers cherish the physical contact with the news brand and events have become really important to strengthen relationships with readers.

Final tips and tricks



One shared goal amongst seperate brands, strengthens the collaboration of your organization.



Make your transparency visible and practical.



Live events help built the relationship between journalists and the audience.

CONNECTION THROUGH COMMUNITY

Using journalism as a positive force at Media Cymru

Shirish Kulkarni (Media Cymru in Cardiff, Wales) is a journalist, researcher and community organizer who trying to figure out where journalism isn't working, and how we can make it better.



Although Shirish has been working with public service media, whose mission - in theory - is to reach everyone, he found that large parts of the population are not being served by their journalism. The industry often talks about that as news avoidance, but that puts the blame on the consumer. But doesn't that mean that journalism needs to become better at serving the audience needs? Or at least do it differently.

"Right now, people that need journalism the most are getting it the least."

Shirish Kulkarni - news innovation research fellow at Media Cymru and JOMEC

Breaking down assumptions

How do we understand what marginalized people want from journalism? It's actually very simple: we ask them. Then you go into who you ask, what you ask and how you ask it. A few ways Media Cymru did that was by using theatre facilitation techniques and working on the principles of design justice. This means that you put people from the communities that are most often harmed by decisions at the center of the process, letting them lead the conversation instead of a researcher. This gives people the feeling that you don't think there is something "wrong" with them. That you trust the community to have the skills to understand the problem, which again creates valuable trust in return. In that sense, it's much more useful to start a conversation with what's right with a community.

From this research, the main finding was that marginalized communities want journalists to spend time with them. This stands in stark contrast to the vast majority of the news that's created in an office. This is not the fault of only the journalist; it's a breakdown of the system that is mostly focused on serving the dashboard on a newspaper's website.

News For All

Trust is a lot of things, wrapped up in a five-letter word. It might be useful to break the concept down a little. Trust is inherently linked to accountability, but how do you hold a newsroom accountable? Shirish is looking for what we should be measuring when we talk about trust: accountability and that connection people feel to you because they can see you care about their community.

The biggest challenge here is that people who have been harmed by journalism are naturally going to be suspicious and put up barriers for their own safety. They see that the narratives perpetuated by the media are often fuelled by bad journalism that cares more about clicks than it does about service. There is a disconnect between the reality of their world and the conversations the media is having about it.

"The job of journalism is to reflect and represent the reality of the world, not simply to drive engagement."

Shirish Kulkarni - News Innovation Research Fellow at Media Cymru and JOMEC



Uncomfortable truths

So how do you deal with the fact that so many more people don't trust the news? Not because they aren't interested, but because they feel like it's simply not reflecting reality. In newsrooms, there tends to be a lack of willingness to engage with that uncomfortable reality. Until then, they're busy solving a different problem. The first step is to accept that reality and address it, rather than tinkering around the edges of something else. There's a real difference between saying something is a priority and taking action.

So how do we fix it? Simply: we do the things we want people to do; connecting, listening, providing value and building accountability. It might not look like what you, reading this from behind a desk, might think it looks like: a big article with lots of words. But if we keep on doing the same thing that's not working, why are we doing it?



In practice

A lot of journalism today is based on talking down to people, for example: they're ill-educated, they need a news literacy program. But all the research shows that people from marginalized communities are very news literate, precisely because the narratives created and perpetuated by journalism have real world impacts on them. They understand the news and the business model behind it. That's exactly why they're not engaging in it.

To create real change, we have to make it easier for communities to tell their own stories together with journalists. In that sense, it becomes more story-sharing than storytelling. This could be through journalists reporting with people in communities rather than on them. The research shows people need to have confidence that their stories will be told accurately that they want journalists to be accountable when they got something wrong and that they need journalism to be collaborative.

This could look like a forum where you ask the community questions, instead of the usual other way around. One example to do this is by a technique called generative journalism, which Shirish wrote about ...

here

Tips and tricks



Start by listening, not telling. Think about what's in it for others, not what's in it for you. People will respond better if you think about the value for them. In the end, you also get the best value for yourself.



You can only build real trust by being in connection with people, by showing up for them when there's nothing in it for you. Help at community events, support members of the community. Some people will say that gets in the way of objectivity, but isn't objectivity a myth anyway?

EXTRA NOTE: AI IN THE NEWSROOM

Newsrooms across the world are rushing to implement AI, but here's the uncomfortable truth: AI isn't going to fix any of the trust problems we've been describing. In fact, it might make them worse.

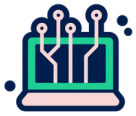


As Shirish Kulkarni puts it: "Not one person in the world is saying 'you know what I need? More, cheaper content.'" Yet that's exactly what AI offers, and it's exactly what newsrooms are moving towards for financial reasons. People do not trust AI-generated content. So while the business case for AI might make sense in a spreadsheet, it fundamentally misunderstands what the trust crisis is actually about.

The five cases in this collection all point to the same solution: human connection. EenVandaag's 13% growth in trust came from hiring seven people whose entire job is talking one-on-one with viewers. Felix Rohrbeck's research shows that admitting mistakes builds trust because it demonstrates humanity. Belenn Bekele's work at IN/LAB succeeds because young people get to sit in a real office, with real people and see that they're taken seriously. Shirish's community work in Cardiff requires showing up for the so-called unreachable community.

None of this can be automated. None of this can be scaled with technology. The only thing that's going to keep newsrooms going is that human connection, something AI will never be able to offer. If you are serious about rebuilding trust, you need to invest in more humans doing journalism, not fewer.

RECOMMENDATIONS



Create a dedicated trust team

Almost all the examples in this toolkit show the value of having people whose explicit job it is to strengthen trust. EenVandaag built a seven-person interaction team that doesn't create content themselves but advocates for the audience in editorial meetings. At Luxemburger Wort, three people worked on implementing 'The Trust Project'. IN/LAB has a team focused entirely on co-creation with young people. You can already start with one person if budget is tight, but make trust their primary responsibility.



Get leadership buy-in from the top-down

Management needs to put their weight behind trust initiatives. It's extremely important to have involved leadership that is willing to experiment and take risks. Felix Rohrbeck's example from Der Spiegel shows how crucial it is that change comes from the top: when the editor-in-chief invited a media professor to publicly criticize the magazine, it made it easier for journalists to accept they also make mistakes.



Don't expect the audience to come to you

Building trust isn't done from behind a desk. If you want to reach people who feel like they aren't served by the news, you must include them in the process. Shirish Kulkarni's research shows that marginalized communities want journalists to spend time with them, not just report on them. Organize panels where people get paid for their input, use co-creation sessions like IN/LAB does, or show up at community events when there's nothing in it for you. You can start by attending one community event per month with no journalistic agenda, just to listen.



Expand on what counts as a mistake

The general distrust in journalism isn't the result of misspelling a name. Felix's research shows that when we think about mistakes, we should have a broader perspective: what leads to the feeling that journalism is one-sided? Can readers separate facts from opinion? Admitting these softer mistakes and explaining your editorial reasoning, like IN/LAB's 'The Ethics Box' does, pays into the honesty dimension of trust, which matters more than demonstrating competence.



Break down the competence vs. honesty divide

When newsrooms talk about transparency, they almost always try to demonstrate competence by telling readers how much research they did, how deep they are into a topic or what credentials they have. But the root of the trust problem lies more often in the field of honesty. If people think journalists and the media are not honest, you can give them as many facts as you want but it won't change anything. Focus your transparency efforts on showing things like your decision-making process within the bigger picture.



Measure impact differently and think long-term

Go beyond measuring the impact of your initiatives today. What are the additional values you can't immediately benefit from, but that will shape the next generation's interaction with news? IN/LAB measures success not just in statistics but in shifting mindsets and getting young people interested in journalism as a career. Regaining trust, as Felix puts it, is a long-term project. Start small, build on that, and recognize that some investments won't pay off until years down the line.

CONCLUSION

Maybe the introduction wasn't fake news at all. Because when you look at the common thread running through all these successful approaches, the solution is actually surprisingly simple: connection.

All of our examples have, in their unique ways, centred connection. Not algorithms, not AI-generated content, not efficiency. It's connecting viewers to real people, organizing live events, giving young people a voice, reporting with communities instead of about them and being transparent about the fact that journalists also make mistakes.
As Shirish puts it: "To build trust, you have to do trustworthy things."



But there's no shortcut. No easy fix. No solution that will magically restore faith in journalism. There are newsrooms across Europe proving that when you invest in human connection, when you show up for communities or when you're honest about your process and mistakes, trust can grow. These cases show that newsrooms who are willing to do journalism differently, regain a connection with the audience.

The good news is that you don't have to figure it all out at once. Start small. Pick one recommendation. Try something. Learn from these examples and adapt them to your context. Because if there's one thing these five cases prove, it's that the path forward exists. Someone just has to take the first step.