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A MODEL OF GENDER-SENSITIVE COMMUNICATION MANAGEMENT IN CORPORATE SOCIAL INITIATIVES

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The article examines the theoretical and applied foundations of gender-sensitive communication management in corporate social initiatives. The aim is to develop a systemic model integrating gender equality into corporate communication processes to enhance CSR effectiveness and stakeholder engagement. A three-level model (input–process–output) is proposed, encompassing gender analysis, communication design, implementation, and monitoring and control.

A KPI-based evaluation framework is developed to assess inclusivity, transparency, and reputational outcomes of communication systems. A comparative case study of enterprises demonstrates that higher maturity of communication systems leads to stronger stakeholder trust, improved transparency, and greater effectiveness of social initiatives.

The findings confirm the importance of integrating gender-sensitive communication strategies into CSR and ESG frameworks for sustainable development. The methodology is based on a systemic approach combining stakeholder theory, CSR principles, and gender mainstreaming in corporate communications.

The study identifies key stages of communication management including gender analysis, message design, channel selection, implementation, and monitoring. Additionally, a system of performance indicators is proposed to ensure measurable assessment of gender-sensitive communication effectiveness.

The scientific novelty lies in the development of an integrated model that operationalizes gender equality principles within corporate communication systems. The model contributes to improved stakeholder engagement, reputational resilience, and long-term sustainability of corporate social initiatives.

Practical implications include recommendations for implementing gender-sensitive communication strategies in enterprises of different scales and sectors. Limitations and future research directions highlight the need for empirical validation across diverse industries and cultural contexts.

Overall, the research provides a structured framework for embedding gender equality into corporate communication practices and supports the transition toward more inclusive and socially responsible business models. The results are relevant for CSR managers, communication specialists, and policy makers seeking to improve gender-sensitive governance and sustainable development outcomes in modern enterprises and contributes to evidence-based corporate management practices in this field of study area.

Key words: gender-sensitive communication, corporate social responsibility (CSR), communication management, social initiatives, stakeholders, ESG, DEI, communication model, inclusivity, sustainable development, performance indicators.

МОДЕЛЬ ГЕНДЕРНО-ЧУТЛИВОГО УПРАВЛІННЯ КОМУНІКАЦІЯМИ КОМПАНІЇ У СФЕРІ СОЦІАЛЬНИХ ІНІЦІАТИВ

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У статті досліджено теоретичні та прикладні засади управління гендерно-чутливими комунікаціями в корпоративних соціальних ініціативах. Метою є розроблення системної моделі інтеграції принципів гендерної рівності у корпоративні комунікаційні процеси для підвищення ефективності КСВ та залучення стейкхолдерів. Запропоновано трирівневу модель (input–process–output), яка охоплює гендерний аналіз, проектування комунікацій, їх реалізацію, а також моніторинг і контроль.

Розроблено систему оцінювання на основі ключових показників ефективності (KPI) для визначення рівня інклюзивності, прозорості та репутаційних результатів комунікаційних систем. Порівняльний аналіз діяльності підприємств засвідчив, що вищий рівень зрілості комунікаційних систем забезпечує зростання довіри стейкхолдерів, підвищення прозорості та ефективності соціальних ініціатив.

Результати дослідження підтверджують доцільність інтеграції гендерно-чутливих комунікаційних стратегій у рамки КСВ та ESG для забезпечення сталого розвитку. Методологічною основою роботи є системний підхід, що поєднує теорію стейкхолдерів, принципи корпоративної соціальної відповідальності та концепцію гендерного мейнстрімінгу у корпоративних комунікаціях.

У дослідженні визначено ключові етапи управління комунікаціями, зокрема: гендерний аналіз, розроблення повідомлень, вибір каналів комунікації, впровадження та моніторинг. Додатково запропоновано систему показників ефективності, що забезпечує кількісну оцінку результативності гендерно-чутливих комунікацій.

Наукова новизна полягає у розробленні інтегрованої моделі, яка операціоналізує принципи гендерної рівності в системі корпоративних комунікацій. Запропонована модель сприяє підвищенню рівня взаємодії зі стейкхолдерами, зміцненню репутаційної стійкості та забезпеченню довгострокової ефективності корпоративних соціальних ініціатив.

Практичне значення дослідження полягає у формуванні рекомендацій щодо впровадження гендерно-чутливих комунікаційних стратегій на підприємствах різного масштабу та галузевої належності. Обмеження та перспективи подальших досліджень пов'язані з необхідністю емпіричної верифікації моделі в різних галузях і культурних контекстах.

Загалом дослідження формує цілісну концептуальну основу інтеграції гендерної рівності у корпоративні комунікаційні практики та сприяє переходу до більш інклюзивних і соціально відповідальних бізнес-моделей. Отримані результати є релевантними для менеджерів з КСВ, фахівців із комунікацій та політиків, які прагнуть підвищити ефективність гендерно-чутливого управління та досягнення цілей сталого розвитку на сучасних підприємствах, а також сприяють розвитку доказових підходів у корпоративному управлінні в цій сфері.

Ключові слова: гендерно-чутливі комунікації, корпоративна соціальна відповідальність, управління комунікаціями, соціальні ініціативи, стейкхолдери, ESG, DEI, комунікаційна модель, інклюзивність, сталий розвиток.

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PROBLEM STATEMENT

At the present stage of economic development, the management of corporate communications has acquired a fundamentally new significance, extending beyond the traditional boundaries of marketing and encompassing the broader social dimensions of interaction between business and society. In this context, the implementation of corporate social initiatives emerges as a key instrument for shaping a positive corporate image, strengthening reputation, and building stakeholder trust. An effective communication policy is no longer limited to information dissemination; rather, it presupposes the establishment of a continuous, multidirectional dialogue among the company, its customers, partners, and the wider public, thereby fostering long-term, mutually beneficial relationships.

The relevance of communication management is further intensified by the growing importance of gender equality and the need to create inclusive organizational and social environments. Gender-sensitive communication plays a pivotal role in overcoming entrenched stereotypes, ensuring balanced representation, and enhancing the credibility of corporate social programs. By integrating gender considerations into communication strategies, companies are better positioned to align with contemporary societal expectations and to respond to the demands of diverse stakeholder groups.

In an era characterized by the increasing prominence of corporate social responsibility, communications should be regarded as a strategic resource on par with financial and material assets. Through well-designed and properly managed communication processes, enterprises are able not only to effectively present their social initiatives but also to reinforce stakeholder engagement, increase transparency, and ensure sustainable development in the long term.

A review of the existing body of scientific literature indicates a substantial number of studies devoted to corporate communications and their role in organizational performance. However, the issues related to the management of communications in the process of implementing social initiatives remain insufficiently explored, particularly within the context of domestic enterprises. Moreover, there is still a lack of a unified methodological framework for the formation of an integrated system of social communications, which underscores the necessity for further theoretical development and practical modeling in this field.

ANALYSIS OF RECENT STUDIES

In contemporary conditions, communication constitutes a core component of enterprise activity, as it ensures information exchange and directly influences managerial effectiveness. The rapid advancement of information and communication technologies has significantly transformed management processes, reinforcing the role of communications as a strategic resource that underpins organizational performance and adaptability [1–4]. Within the scholarly discourse, the concept of communication is characterized by multidimensionality, resulting in a variety of interpretative approaches. In a generalized sense, communication can be conceptualized as a purposeful exchange of information among actors of socio-economic relations aimed at achieving mutual understanding and coordinating actions [4; 5].

From a managerial perspective, communication management should be understood as a systemic influence on communication processes through appropriate channels to ensure effective interaction within an organization [4]. The communication process itself encompasses key elements – sender, message, channel, and receiver – as well as sequential stages including idea formation, encoding, transmission, decoding, and feedback [4]. This structural complexity determines the need for a holistic and well-coordinated approach to managing communication flows.

Communications within enterprises can be classified according to multiple criteria, including scope (internal and external), direction (vertical and horizontal), form (formal and informal), and mode (verbal and non-verbal) [4; 5]. Within the management system, communications perform essential functions such as coordinating activities, supporting managerial decision-making, motivating personnel, shaping organizational culture, facilitating change management, and developing external relations [2]. Notably, a substantial share of managerial activity is inherently communication-driven [4].

The effectiveness of a communication system is determined by several interrelated factors, including the clarity of organizational structure, the efficiency of information flows, the adoption of modern technologies, the competence of personnel, and the maturity of organizational culture [4]. Consequently, communications function as an integrating element of enterprise management, ensuring coherence of actions, improving decision quality, and enabling the achievement of strategic objectives.

In the context of corporate social responsibility (CSR), communications acquire additional significance as a mechanism for implementing socially oriented strategies at global, national, regional, and corporate levels. Social initiatives represent a practical manifestation of CSR principles, reflecting a company's voluntary commitment to exceed regulatory requirements across economic, social, labor, and environmental domains [3]. These initiatives can be defined as a set of programs and projects aimed at addressing socially significant issues, supporting community development, improving working conditions, and protecting the environment. Their effectiveness is largely contingent upon the quality of communication management.

Communications in the domain of social initiatives are characterized by several specific features, including multi-stakeholder orientation, transparency and openness of information, bidirectional interaction, active stakeholder engagement, long-term focus on trust-building, and adherence to ethical standards aligned with actual corporate practices [1; 3]. Accordingly, communication management in this sphere involves a sequence of stages: planning (defining objectives, target audiences, and channels), implementation (information dissemination, interaction, and partnership development), and crisis communication aimed at addressing risks and critical situations [2].

The primary communication tools used in CSR include sustainability reporting in accordance with GRI standards, corporate and digital media, direct communication formats (meetings, events), and partnership-based initiatives [2; 3]. However, communication management in this field is associated with a number of challenges, such as stakeholder skepticism, difficulties in measuring social impact, diversity of stakeholder expectations, risks of greenwashing accusations, and the need to ensure long-term communication effectiveness [2; 3]. These challenges necessitate a systematic and integrated approach focused on transparency, trust, and balancing stakeholder interests.

A critical dimension of modern communication management is the integration of gender considerations. Increasing attention to equality and inclusion principles necessitates the incorporation of a gender perspective into communication strategies, particularly within CSR activities [6]. Gender-sensitive communication can be defined as an approach to creating and disseminating messages that takes into account differences in social experience, needs, and perceptions across gender groups. Its primary objective is to ensure equal access to information, prevent discrimination, and foster an inclusive communication environment.

Within social initiatives, this implies the development of messages that avoid reproducing stereotypes and promote the engagement of diverse stakeholder groups. Gender roles and stereotypes significantly influence organizational culture, shaping interaction patterns, information perception, and managerial decision-making processes. At the same time, audience responses to communication messages may vary depending on gender-related experiences; however, such differences are not universal, which underscores the importance of avoiding stereotypical approaches and applying audience segmentation and data-driven analysis [6].

An important risk is associated with so-called “gender-blind” communication, which formally declares neutrality but, in practice, reproduces dominant norms and excludes certain groups. This can lead to reduced communication effectiveness, limited stakeholder engagement, and reputational losses. Additional challenges include the persistence of gender barriers in professional development, such as the “glass ceiling,” which affects both managerial practices and the content of communication messages [7].

The integration of a gender approach into CSR communication management requires its consideration at all stages—from strategic planning to performance evaluation. Practical implementation involves the use of inclusive language, balanced representation in communication content, adaptation of communication channels, gender audits, and the introduction of relevant performance indicators. International frameworks and initiatives, including UN Women and the Sustainable Development Goals (SDG 5), provide important guidelines for embedding gender-sensitive practices in business. These approaches are increasingly aligned with broader ESG and DEI frameworks, further reinforcing their strategic importance for sustainable and responsible business development [6].

Thus, the gender dimension of communication management in social initiatives represents a critical component of modern corporate communication systems. Its integration enhances stakeholder trust and engagement, strengthens corporate reputation, and contributes to sustainable development, generating significant socio-economic value [6; 7].

UNEXPLORED ASPECTS OF THE ISSUE

Despite the substantial body of research on corporate communications and corporate social responsibility, a number of critical gaps remain insufficiently addressed. In particular, the integration of gender-sensitive approaches into communication management systems of social initiatives lacks a unified methodological framework. Existing studies predominantly focus either on general communication processes or on gender equality in isolation, without offering comprehensive models that combine these dimensions into a coherent managerial system.

Moreover, limited attention has been given to the practical mechanisms for embedding gender sensitivity across all stages of communication management, including planning, implementation, and evaluation. The absence of standardized indicators and metrics for assessing the effectiveness of gender-sensitive communications further complicates their application in corporate practice. Additionally, the specific challenges faced by enterprises in transitional economies, including domestic companies, remain underexplored, particularly in terms of adapting international standards (e.g., ESG, DEI) to local contexts.

Another insufficiently studied aspect is the impact of gender-sensitive communication on stakeholder engagement, trust formation, and the overall effectiveness of social initiatives. There is also a lack of empirical validation of proposed approaches, as well as limited integration of digital communication tools and data-driven analytics in ensuring inclusivity and avoiding gender bias. These gaps highlight the need for developing a systematic, model-based approach to gender-sensitive communication management in corporate social initiatives.

THE PURPOSE OF THE STUDY

The purpose of the study is to develop a comprehensive model of gender-sensitive communication management in corporate social initiatives, based on a systemic approach to integrating gender equality principles into corporate communication processes, in order to enhance stakeholder engagement, ensure inclusivity, and improve the effectiveness and sustainability of social initiatives.

MAIN BODY OF THE STUDY

Forming an effective model of gender-sensitive communication management in corporate social initiatives reflects a systemic approach to integrating the principles of gender equality into corporate communication processes.

The proposed model consists of three key blocks: input, process, and output (Figure 1). At the input stage, the fundamental prerequisites for communication activities are formed, including the corporate CSR strategy, ESG/DEI principles, the company's gender policy, and stakeholder expectations. This block defines the strategic orientation and value-based foundation of communications.

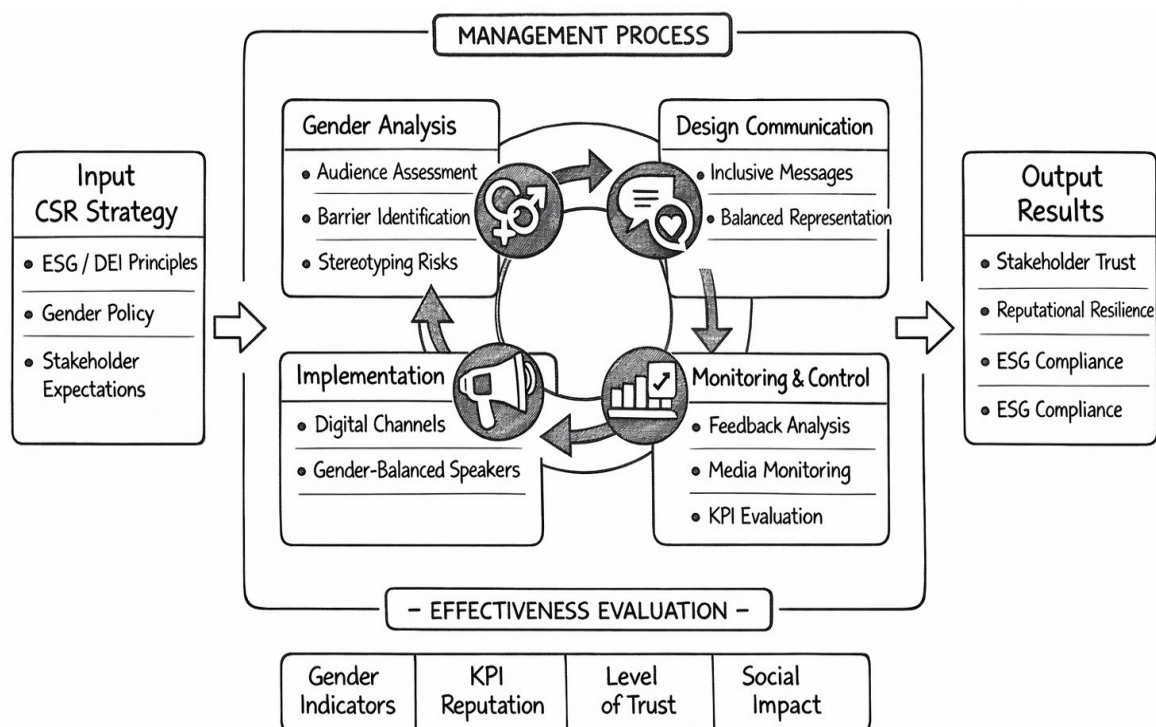


Fig. 1. A Model of Gender-Sensitive Communication Management in Corporate Social Initiatives
 (created by the authors)

The central element of the model is the management process, which includes four interrelated stages: gender analysis (assessment of target audiences, identification of barriers and risks of stereotyping); communication design

(development of inclusive messages and balanced visual representation); implementation (execution through digital channels with consideration of gender balance among speakers); and monitoring and control (analysis of feedback, media monitoring, and KPI evaluation).

At the output stage, the results are achieved in terms of increased stakeholder trust, strengthened reputational resilience, enhanced social impact, and compliance with ESG principles. An integral component of the model is the evaluation block, which provides for the use of a system of gender indicators, reputational KPIs, and social impact metrics.

Thus, the model ensures alignment between the company's strategic objectives, communication activities, and gender equality principles, contributing to the effectiveness of social initiatives and sustainable business development. The proposed model is based on the integration of corporate social responsibility (CSR), a stakeholder-oriented approach, and gender equality principles.

It incorporates modern approaches to communication management as a strategic function that ensures the alignment of business and societal interests. Unlike traditional communication management models, this model emphasizes gender sensitivity as a managerial parameter influencing the quality of stakeholder interaction and the effectiveness of social initiatives. This enables a transition from declarative equality to its practical implementation through communication tools.

The practical application of the model involves a step-by-step implementation:

1. Diagnostic stage – conducting a gender audit of communications; analyzing content (language, visuals, messages); assessing gender balance across communication channels.
2. Design stage – developing a gender-sensitive communication strategy; formulating key messages; defining KPIs and evaluation metrics.
3. Implementation stage – executing communication campaigns; utilizing digital platforms; ensuring content inclusivity.
4. Evaluation stage – analyzing communication effectiveness; measuring stakeholder trust levels; adjusting the strategy.

The proposed model has practical significance and can be applied in enterprise activities to enhance CSR effectiveness, in the development of communication strategies, in ESG reporting, and in the educational process within management and communication disciplines.

Its implementation contributes to reducing reputational risks, increasing stakeholder trust, ensuring inclusiveness in business processes, and strengthening the company's competitive position.

The scientific novelty of the study lies in:

- the development of a model for gender-sensitive communication management in corporate social initiatives;
- the systematization of stages for integrating a gender approach into communication processes;
- the substantiation of a system of indicators for evaluating the effectiveness of gender-oriented communications;
- and the advancement of approaches to stakeholder engagement management based on gender equality principles.

Within the framework of the study, a comparative analysis of the level of gender-sensitive communication management was conducted using the example of two enterprises: LLC “Consumables Cost Center” and LLC “Transport Consulting.”

The assessment was carried out based on a system of key performance indicators (KPIs), including gender representation, the use of inclusive language, the development of communication channels, the level of transparency, and the presence of gender-oriented initiatives.

The maximum score amounted to 100 points. For the quantitative evaluation, a KPI-based system was applied, where each indicator was assessed on a 20-point scale (table 1).

The results indicate that LLC “Consumables Cost Center” scored 57 points, whereas LLC “Transport Consulting” achieved 74 points, which demonstrates a higher level of development of the communication system in the latter enterprise.

Table 1

Quantitative Evaluation of Key Performance Indicators (KPIs)

Indicator	LLC “Consumables Cost Center”	LLC “Transport Consulting.”
Gender Representation	12	16
Inclusive Language	14	17
Communication Channels	13	15
Transparency Level	10	14
Gender-Oriented Initiatives	8	12
Total Score	57	74

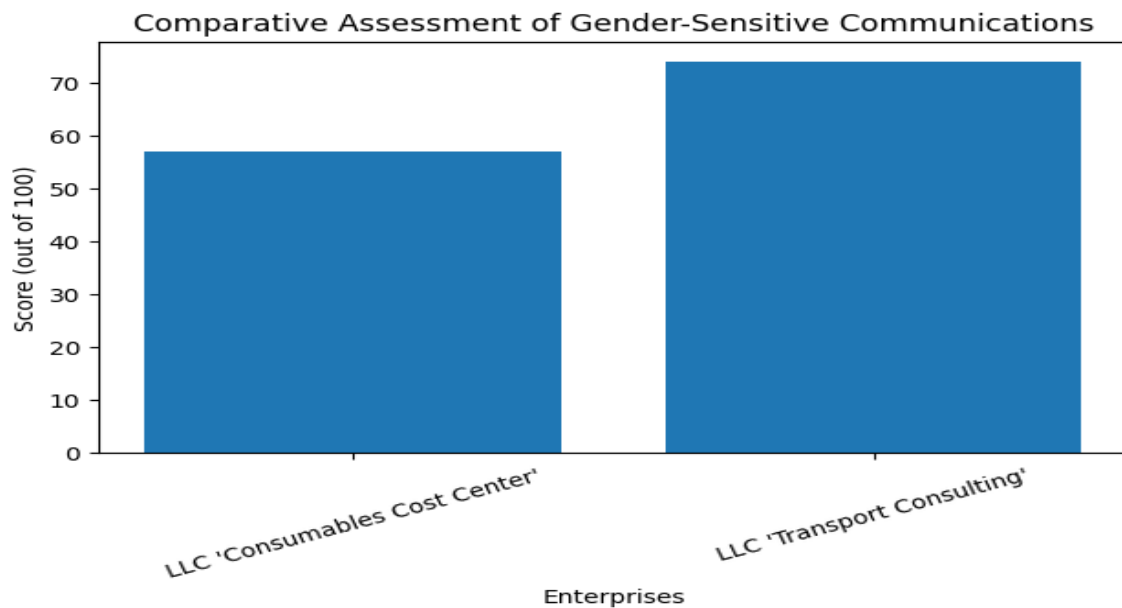


Fig. 2. Comparative Assessment of the Level of Gender-Sensitive Communication Management
 (created by the authors)

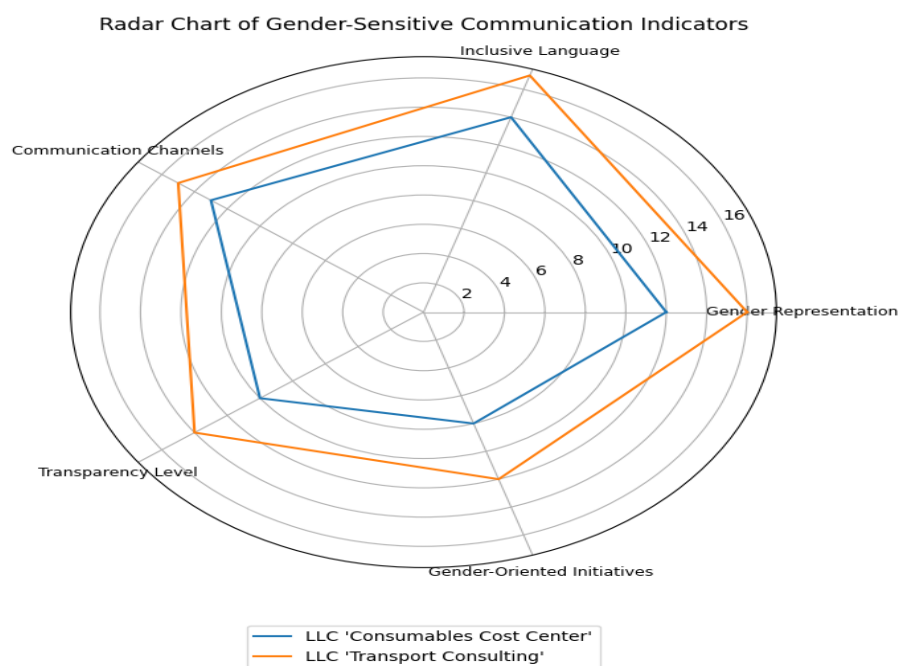


Fig 3. Radar Chart of Gender-Sensitive Communication Management Indicators (created by the authors)

The obtained results indicate significant differences in the level of implementation of gender-sensitive communications between the enterprises under study.

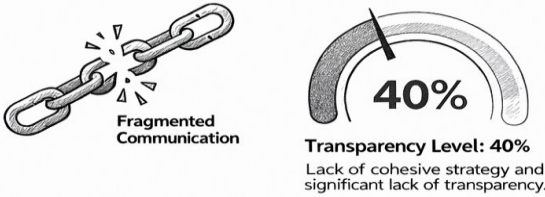
LLC “Transport Consulting” demonstrates higher performance across all criteria, which can be attributed to a more developed communication system, broader use of digital channels, a higher level of transparency, and the partial integration of gender-oriented initiatives.

The radar chart clearly illustrates that the most pronounced differences are observed in the following indicators: transparency, gender-oriented initiatives, and communication channels. At the same time, both enterprises demonstrate a moderate level of performance in terms of gender representation and inclusive language, indicating a partial implementation of the gender-sensitive approach (Figures 4 and 5).

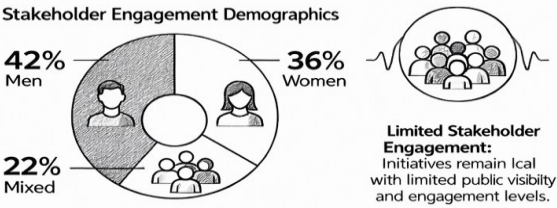
Communication Policy Audit: LLC CVM Case Analysis

High-level overview of communication gaps, social initiative reach, and digital channel performance.

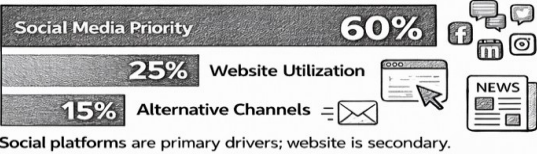
COMMUNICATION POLICY ANALYSIS



SOCIAL INITIATIVES



KPI / DIGITAL CHANNELS



STRENGTHS AND WEAKNESSES



Social platforms are primary drivers; website is secondary.

Fig. 4. Case Study of the Communication Policy of LLC “Consumables Cost Center” (created by the authors)

Case Analysis of Communication Policy: LLC Transport Consulting

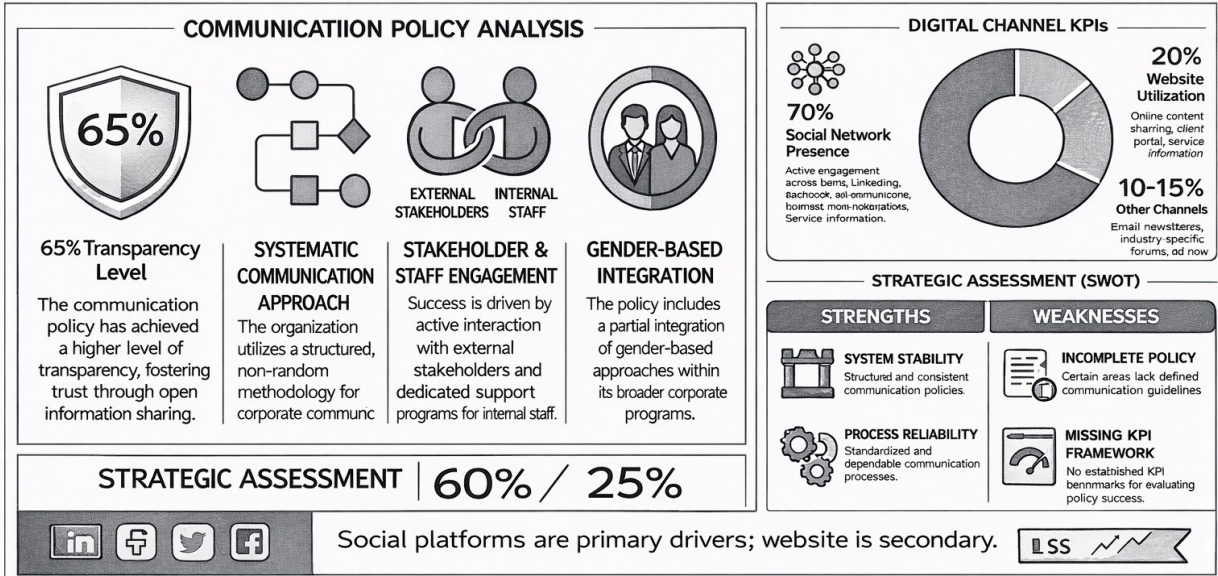


Fig. 5. Case Study of the Communication Policy of LLC “Transport Consulting” (created by the authors)

The conducted study confirms that gender-sensitive communication management constitutes a significant factor in enhancing the effectiveness of corporate social initiatives.

Enterprises with more advanced communication systems tend to exhibit higher levels of stakeholder trust, stronger reputational performance, and greater efficiency in the implementation of social programs.

To improve the effectiveness of communication management, it is advisable to implement gender-sensitive communication strategies, develop a comprehensive system of key performance indicators (KPIs), increase the level of transparency, and intensify stakeholder engagement. Therefore, the integration of a gender-sensitive approach into communication processes contributes to sustainable enterprise development and strengthens overall competitiveness.

CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH

The study substantiates the relevance and practical feasibility of integrating a gender-sensitive approach into the communication management system of corporate social initiatives. The findings confirm that gender-responsive communication serves as a significant driver of enhancing corporate social responsibility (CSR) effectiveness and strengthening stakeholder engagement.

The literature review demonstrates that contemporary CSR frameworks increasingly emphasize gender equality principles; however, in corporate practice, the communication dimension remains insufficiently structured and inconsistently implemented. This gap highlights the need for comprehensive managerial tools that ensure systematic integration of gender considerations into communication processes.

Within the scope of this research, a gender-sensitive communication management model was developed, integrating strategic, tactical, and operational levels. The study also systematized the key stages of communication management, including gender analysis, design, implementation, and monitoring. In addition, a KPI framework was proposed to evaluate communication effectiveness through gender-specific indicators. A comparative case study of companies revealed varying degrees of gender approach integration.

The results of the case analysis indicate that international companies demonstrate a higher level of institutionalization of gender-sensitive communication practices, whereas Ukrainian companies are generally in the early stages of developing such approaches. The most effective practices are characterized by a combination of strategic planning, transparent reporting, and active stakeholder communication.

Furthermore, the study confirms that the implementation of gender-sensitive communication contributes to increased stakeholder trust, reduced reputational risks, enhanced social impact of initiatives, and improved corporate image. Overall, the findings validate the effectiveness of the proposed approach and support its practical application in modern corporate management systems.

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