

Creating Organisational Changes to Support Gender-Responsive Innovation: Implementing GILL Tools for Organisational Change

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Abstract: Gender inequality in entrepreneurship and innovation (E&I) persists as a significant barrier to harnessing the full potential of diverse talent across Europe. The Gendered Innovation Living Labs (GILL) project seeks to tackle these barriers by providing over 40 practical tools and methods aimed at fostering gender-sensitive changes throughout the organisational and E&I lifecycle. These tools, which have been tested in 15 case studies across Europe, focus on addressing systemic biases that often go unnoticed but significantly impact gender equality, particularly in key decision-making spaces. This paper focuses on two case studies from the GILL project, highlighting how gender-responsive tools and methods have been successfully implemented to change organisational practices and foster inclusive cultures of innovation. The Experimentarium, a Danish science centre, which has adapted its programs, exhibits, and practices to create a more inclusive environment for both employees and visitors, demonstrating how inclusivity can shift the culture of an entire organisation and The NIHR HealthTech Research Centre in long term Conditions (Devices for Dignity) in the UK, which has interrogated its own practices to explore gender biases in new and developing health technology innovation. A central theme emerging from these case studies is the critical role of change agents in driving gender equality initiatives within organisations. Change agents, particularly women in male-dominated sectors, face unique challenges such as lack of authority, confidence, and resistance from colleagues. Their success relies on strong support networks, mentorship, and organisational buy-in. This paper argues that gender inequality should not be framed as a “women’s problem” but as a broader societal issue that affects everyone in the workplace). By integrating gender-responsive practices into organisational processes and leadership, organisations can foster a more inclusive, innovative, and productive environment. Ultimately, the findings demonstrate that fostering gender inclusion is not just an ethical imperative but also a strategic advantage, enhancing organisational performance and driving societal change. The paper is organised as follows: it begins with the theoretical framing, followed by the methodology, then presents the results, and concludes with a discussion on the implications for both practice and research.

Keywords: Gender Equality, Entrepreneurship, Innovation, Organisational Change, Inclusion, Change Agents, GILL Project, Systemic Biases.

1. Introduction

Gender inequality in entrepreneurship and innovation (E&I) continues to undermine the potential of diverse talent pools, limiting the capacity to address pressing societal, environmental, and health challenges. Across Europe, women and individuals outside traditional entrepreneurial stereotypes encounter systemic barriers that impact every stage of their journey. From struggles to secure funding and having their ideas heard in decision-making spaces to grappling with imposter syndrome and navigating weaker networks, these challenges create a playing field that is far from level (Wang, 2019; Brush et al., 2019). Addressing these disparities is not just an ethical imperative; it is a strategic necessity to unlock the full spectrum of innovation and creativity (Ferrin, 2023).

The Gendered Innovation Living Labs (GILL) project steps into this gap, offering over 40 practical tools and methods designed to dismantle systemic biases and foster gender-sensitive changes (GILL, 2023). These tools go beyond addressing surface-level inequities by embedding inclusion into the very fabric of organisational practices and cultures. Tested across 15 case studies in Europe, GILL’s methods show how gender-responsive practices can drive meaningful transformation and create environments where all voices are valued and empowered.

One example is Experimentarium, a Danish science centre, which has embraced gender inclusion as a cornerstone of its organisational culture (Bienkowski & McGowan, 2025). By adapting its programs, exhibits, and internal practices, Experimentarium has redefined what it means to be inclusive, ensuring that employees, partners, and visitors alike feel welcome, respected, and valued. Such examples underscore how inclusivity,

when fully integrated, has the power to reshape an entire organisation, making it more innovative, equitable, and impactful. Our second example is Devices for Dignity (D4D), a health tech research centre, funded by the NIHR, focussed on the development and implementation of new technologies for people living with long term conditions. D4D straddles industry, academia and the healthcare sector in the UK and works with patients and carers to develop new technologies based on patient unmet need. Throughout the GILL project D4D has used and tested key methods from the GILL consortium to assess their own bias in the screening of potential technologies, the educational and training materials they provide, methods of conducting patient and public involvement and engagement and assessment and adaptation of internal core team processes and areas of technology focus

Yet achieving such change requires more than tools and frameworks; it needs to be put at the top strategic level of an institution or company and be valued as equally important as any other strategic initiative. It demands the active involvement of change agents who navigate the delicate dynamics of organisational transformation. These individuals often face resistance, lack of authority, and confidence challenges, particularly in male-dominated sectors (Nienaber et al., 2023). Their success hinges on support from senior leadership, mentorship networks, and collaborative spaces to share challenges and co-create solutions. Gender inequality is often mistakenly seen as a “women’s problem,” but in truth, it is a societal issue affecting everyone (IESOGI, 2021). Recognising this broader perspective is essential for fostering genuine inclusivity and building equitable workplace cultures.

This paper explores how the tools and methods of the GILL project have been used to create such changes, focusing on two case studies that reveal the transformative potential of gender-responsive practices. By addressing the systemic roots of inequality, we aim to demonstrate how fostering inclusion is not just an ethical choice but a practical one that enhances innovation, productivity, and resilience in organisations.

1.1 Organisational Change and Gender

Organisational change is essential for lasting impact, especially when it addresses and corrects biases embedded in organisational cultures, paving the way for gender-responsive innovation to thrive. Organisational change refers to transforming structures, processes, and cultures to meet new challenges or opportunities (Nienaber et al., 2023). In the context of gender, this often involves recognising and addressing systemic biases that impact decision-making, leadership, and innovation. Gendered organisational change aims not only to increase diversity but also to embed gender equity in core practices, values, and structures (Ely & Myerson, 2000).

Current organisational change processes should recognise how gender shapes institutional structures, processes, hierarchies, and practices. These are often not gender-neutral but can privilege men and traditional masculine norms, manifesting in gendered divisions of labour, unequal power relations, and exclusionary decision-making. Nienaber et al. (2023) highlight how gender dynamics within organisations, especially in male-dominated sectors, can hinder women’s advancement, with female change agents facing challenges in informal networks and political arenas. These environments require resilience, political astuteness and leadership skills. Addressing gender inequality thus requires changing how work, leadership, and authority are conceptualised, especially in innovation, where decisions often marginalise women’s contributions.

Gendered innovation tools, like those developed by the GILL project, aim to make these hidden gender biases visible and address them. Achieving gender equality requires a multifaceted approach involving policy reform, leadership training, and cultural shifts to create gender-conscious organisations. This approach goes beyond diversity metrics, such as counting the number of women in leadership roles, to fostering deeper organisational commitment to gender equality by embedding gender-responsive frameworks into cultures and decision-making processes.

A central strategy is gender mainstreaming, which integrates gender considerations into all aspects of policy and practice, transforming structures to ensure they respond to gendered needs (Götzmann & Bainton, 2021; Hannan, 2022). The GILL project helps organisations implement such tools, making gender equality an integral part of decision-making, not an afterthought.

For organisations in innovation and entrepreneurship, the role of organisational culture in fostering gender inclusion is critical. Innovation, often assumed to be neutral, is shaped by gender dynamics that influence who participates, what ideas are valued, and how they are developed into products or services. Gender-inclusive innovation challenges the idea that innovation systems are meritocratic and instead highlights that innovation processes are gendered. Creating a culture of gender-inclusive innovation goes beyond gender balance in teams

to actively fostering an environment where diverse perspectives are integrated into the process. GILL tools help organisations assess and reshape their innovation practices to address these gender biases.

2. Method

The GILL consortium has collated, tested and refined over 40 tools and methods to engage in gender responsive design in all stages and settings in which E&I take place. Available through the GILL platform, the interactive interface (<https://www.gillhub.eu/explore/gender-responsive-methods/>) enables the selection of suitable, useful to use tools and methodologies to enhance gender and diversity awareness in practice and with limited resources. To validate the tools, 15 case studies have acted as ‘mini living labs’ working on gender responsive E&I in the fields of health, sustainability and digitalisation integrating appropriate tools and methods in their work and engagement with Quadruple Helix agents (i.e. industry, civic society, policy makers and educators). All 15 case studies (termed Action Oriented Experimentations (AOEs) within the project) were required to demonstrate how gender and inclusivity can be used in research and entrepreneurship (<https://www.gillhub.eu/explore/action-oriented-experimentations/>), for example, in terms of the team composition, idea generation of ideas and the enabling of hidden voices. Each AOE followed two iterative ‘living lab cycles’ including understanding, co-creation, implementation and evaluation phases. This enabled the tools and methods to be tested under a variety of conditions. Table 1 has been developed from activity monitoring of the first of these cycles, lasting around 15 months for 2 case studies.

In this paper, we demonstrate how these cases studies have utilised GILL methodologies to create more equitable workplaces and foster gender-inclusive innovation practices. Mapping out their activities has led to the development of a step model of organisational change (see Table 1 and below). This builds on the earlier work of Nienaber et al. (2023) addressing how female organisational change agents may be supported.

2.1 Case Studies for the Application of GILL Case Studies

The case studies focus on two institutions, specifically addressing organisational change; Devices for Dignity, a UK-based NIHR HealthTech Research Centre specialising in long-term conditions and healthcare technologies, and the Experimentarium, a Danish science centre aimed at increasing public engagement with science and technology. In both cases the change agent was female.

At **Devices for Dignity**, the emphasis is on addressing gender disparities in healthcare, particularly in the design and development of medical devices and technologies. The organisation’s work focuses on clinical needs associated with chronic health conditions, many of which are overlooked and disproportionately affect women. Through the implementation of GILL tools, Devices for Dignity aims to increase awareness of gender health inequalities and promote gender-responsive innovations in the healthcare sector.

The initial experimentation cycle for D4D aimed to integrate the tools and methodologies developed in the GILL project into key aspects of the innovation process, with a particular focus on enhancing gender sensitivity in HealthTech innovation and development processes. Key areas of focus were selected to trial these methods, and an internal review was conducted to assess key stages of the D4D innovation pathway, namely core team meeting and information sharing structures, educational tools and gender balance of publicly facing materials, approaches to patient and public involvement and engagement and a full review of our project portfolio through a gendered lens. A range of GILL methodologies were employed to support this process. First, an analysis of past collaborations within D4D examined gender balance among project leads over the past five years. Additionally, the Fellowship programme—designed to train healthcare scientists in innovation—was evaluated using three GILL tools: GenderMag for reviewing learning resources, Gender Impact Assessments, and reflective interviews with fellows. Meeting structures within D4D were also scrutinised, with gender balance and speaking time assessed using the Fair Meetings and Monitoring Airtime tools. Finally, Patient and Public Involvement and Engagement (PPIE) activities were reviewed through reflective interviews with community groups to identify unmet needs and barriers to HealthTech adoption.

Experimentarium is a non-profit foundation dedicated to fostering public interest in science and technology and has similarly embraced the GILL tools to enhance its role as a communal space that facilitates shared cultural experiences. Here, the shift toward greater inclusion is aligned with the broader role of museums in society, where inclusion is enacted through structured frameworks of awareness, practice, and agency. This paper analyses how Experimentarium’s inclusive practices contribute to the institution’s mission of promoting scientific literacy and technological engagement across diverse demographic groups.

Inclusion refers to the processes that embed diversity within an organization, so that people of all types feel welcome, accepted, respected, valued and that they belong (Bienkowski & McGowan, 2025). In the case of Experimentarium, it refers to the process through which it will adapt its practices, activities, programs and exhibits, to welcome people who work there, those who provide services, partners, and its visitors who enjoy Experimentarium. In other words, being inclusive impacts and shifts the culture of the whole of an organization. The role of museums in society is to serve as communal spaces where people can come together, share experiences, and engage in cultural exchange (Port Albert Maritime Museum, 2023). This notion implies that the museum is an open and welcoming institution that serves all segments of society and connects with everyone in a personal and unique way through its exhibitions, programs, and special events. To achieve this goal, museums need to practice the principles of inclusion in every aspect and process of their operations, governance and strategies, the way staffing is managed, how the content is created and delivered, their understanding of accessibility and the way they build and maintain partnerships with other institutions.

3. Key Findings

In the following section, the key results of implementing the GILL methods will be summarised. This includes an overview of how each step of the developed organisational change step process contributes to creating a more inclusive and gender-equal organisation, with a particular focus on the outcomes related to innovation, leadership representation, and the overall organisational culture. The impact of these interventions on gender biases, systemic barriers, and decision-making processes will be assessed, providing insights into the effectiveness of the approach and identifying areas for continued improvement. By summarising these key findings, the intention is to offer practical recommendations for organisations aiming to foster gender equality and inclusivity within their own structures and processes. These actions are designed to create a more equitable organisational environment, particularly in the realm of innovation and decision-making.

Table 1 shows a breakdown of the steps in the model, followed by a description of each step detailing the objective, potential actions, aimed outcomes and the specifics of how this was done in the GILL project by each of our AOE organisations. The successful implementation of these steps will lead to a more inclusive, innovative, and dynamic organisation, where gender equality is not just a policy, but a core value ingrained in every aspect of its operations.

Table 1: Activities of DVD and Experimentarium mapped against the model for organisational change Step 1: Assessment of Current Gender Dynamics

Step	Objective	Examples of potential actions	Desired outcome	Examples of case study activities	
				D4D	Experimentarium
1: Assessment of Current Gender Dynamics	Identify existing gender biases, inequalities, & systemic barriers within the organisation	<ul style="list-style-type: none"> Conduct gender audits and assessments of organisational policies, structures, and decision-making processes. Gather data on gender representation, leadership roles, and participation in key innovation activities capture the experiences of employees from diverse backgrounds. 	Clear understanding of how gender dynamics currently function within the organisation, providing a baseline for change.	Review of current gender policy within our institution; team discussions around how gender can impact innovation and entrepreneurship.	Mapping inclusion on 5 transversal pillars in the organisation: access, content, partners, staff and strategy.
2: Awareness and education	Build awareness of gender biases & their impact on innovation & organisational culture.	<ul style="list-style-type: none"> Provide gender-sensitivity training & workshops for leadership & employees, focusing on unconscious bias, systemic discrimination, and gender-responsive innovation and the consequences Disseminate information on importance of gender equity in decision-making processes & its benefits for innovation outcomes. Introduce key concepts e.g. gender mainstreaming, intersectionality, & gender-responsive innovation. 	A workforce that is informed and aware of the importance of gender equality and the role it plays in fostering inclusive innovation.	Involvement of core team on training, testing and application of GILL tools & methods: Building awareness through iterative use of the methods in different aspects of our innovation ecosystem; Reporting back findings to the core team and co-planning subsequent iterative activities	A self-evaluation workshop using reflection tools to get the Experimentarium teams reflecting on the topic of inclusion, diversity and equity. It allows for awareness raising, discussions and designing the road map for change.
3: Integration of Gender-Responsive Tools	Implement gender-responsive tools & methods, into organisational processes & decision-making.	<ul style="list-style-type: none"> Embed gender analysis tools into product development, meetings, and innovation pathways (e.g., gender impact assessments for new products). Use frameworks that ensure gender considerations are incorporated into all stages of innovation, from design to implementation. Adapt tools to fit the organisation's specific context, ensuring they address both overt and subtle gender biases. 	Systematic integration of gender-responsive practices that influence key organisational decisions, fostering equitable innovation.	Audit previous project decision making processes: Review of current approaches for Patient and Public involvement and engagement: Review of gendered content of educational platforms for innovators; Evaluation of internal processes & structures: Reflective interviews with collaborators to map holistic experiences of innovation and entrepreneurship for women	Workshops to define stop, start and continue efforts on inclusion throughout the organisation.
4: Organisational restructuring for inclusivity	Redesign organisational structures to promote gender equity & inclusive participation.	<ul style="list-style-type: none"> Review and revise leadership roles, team compositions, & decision-making processes to ensure balanced gender representation and influence. Establish gender equity policies, including gender-balanced hiring practices, mentorship programs for women, and equitable distribution of leadership opportunities. Ensure accountability by creating a gender equity task force or appointing gender champions within the organisation to monitor progress. 	An organisational structure that supports equal participation and influence by all genders, enhancing innovation.	Increased sensitivity of the core team around specific challenges and preferences for female innovators; Fair meetings and monitoring airtime methods have been incorporated throughout our thematic structures; Gender mag and impact assessments utilised in the assessment of all our learning modules, website design and case studies; Analysis of gender spread of collaborators	'Firecracker workshops' in all the respective departments to listen and 'transform words into action' - moving from awareness towards practice and agency.
5: Cultural change & institutionalisation	Embed gender equity into the organisation's culture and values.	<ul style="list-style-type: none"> Promote a gender-inclusive culture by celebrating diversity and creating an environment where all voices are heard and valued. Encourage continuous dialogue about gender equity, and actively address instances of bias or exclusion. Institutionalise gender-responsive practices through updated policies, consistent training programs, and ongoing evaluation 	A shift in organisational culture where gender equity & inclusion are core values, with these principles deeply embedded into everyday practices.	Addition of a women's health theme to the new 5-year funded programme of Devices for Dignity; Increased sensitivity to gendered issues involving patient and public involvement and engagement - increased sensitivity around mental health / taboo cultural subjects (making space to allow PPIE groups to co-create their own methods for expression); Planned dissemination of findings to other groups involved in Health Tech innovation nationally (UK)	'Appointing and inclusion and equity team with the first task of defining an 'inclusion, diversity and equity' policy.
6: Monitoring, Evaluation, and Continuous Improvement	Regularly evaluate the effectiveness of gender-responsive interventions and make necessary adjustments.	<ul style="list-style-type: none"> Establish key performance indicators (KPIs) to track progress on gender equity (e.g., representation in leadership, participation in innovation processes). Conduct regular reviews and gender audits to assess the impact of changes on innovation outcomes and workplace equity. Use feedback loops to refine tools, policies, and practices based on findings and emerging gender issues 	An adaptable and evolving approach to gender equity, ensuring sustained progress and a commitment to continuous improvement.	As above also, EDI review incorporates gender as a reportable outcome	Developing 90-day projects defined in the 'stop, start, continue workshops' that are monitored and continuously followed by the inclusion team - also in relation to improvement.

Creating a step model for the intersection of organisational change and gender in innovation, allows a process through which the tools and methods in the Gendered Innovation Living Labs (GILL) project can be applied to organisations, this involved outlining a structured, sequential process that organisations can follow to achieve gender equity and inclusive innovations.

The first step involves understanding the current gender dynamics within the organisation by identifying existing biases, inequalities, and systemic barriers. This includes conducting gender audits, assessing organisational policies, structures, and decision-making processes, and gathering data on gender representation in leadership and participation in key innovation activities. Qualitative methods, such as interviews and surveys, can be used to capture the experiences of employees from diverse backgrounds, providing a clear understanding of how gender dynamics currently function within the organisation. This assessment serves as a baseline for any future gender-focused interventions. For example, a case study activity might involve auditing previous funding decisions or mapping inclusion across five key areas: access, content, partners, staff, and strategy.

Step 2: Awareness and Education

Building awareness about gender biases and their impact on innovation and organisational culture is crucial for cultivating a more inclusive environment. This step focuses on providing gender-sensitivity training and workshops for both leadership and employees, emphasizing unconscious bias, systemic discrimination, and the importance of gender-responsive innovation. These initiatives will inform the workforce about the significance of gender equity in decision-making and its broader benefits for innovation. An activity from the case study might include a self-evaluation workshop for team members, encouraging reflection on inclusion, diversity, and equity, followed by discussions on designing a roadmap for organisational change.

Step 3: Integration of Gender-Responsive Tools

To systematically embed gender equality into the organisation, gender-responsive tools and methods should be integrated into all organisational processes and decision-making frameworks. This includes using gender analysis tools in product development, meetings, and innovation pathways—such as gender impact assessments for new products. Frameworks should ensure that gender considerations are embedded throughout all stages of innovation, from design to implementation. An example from the case study involves conducting workshops to define efforts that need to be stopped, started, and continued in relation to inclusion, fostering a deeper integration of gender-responsive practices in the organisation.

Step 4: Organisational Restructuring for Inclusivity

Redesigning the organisation's structure is essential to promote gender equality and inclusive participation. This may involve revising leadership roles, team compositions, and decision-making processes to ensure balanced gender representation and influence. Establishing gender equity policies, such as gender-balanced hiring practices and mentorship programs for women, is also important. A gender equity task force or appointed gender champions can monitor progress and hold the organisation accountable for achieving gender inclusivity. Case study activities such as 'Firecracker workshops' can be used to listen to employees across departments and transform awareness into action, helping to move from theory towards practice.

Step 5: Cultural Change and Institutionalisation

To truly embed gender equality into the organisation, cultural transformation is key. This step focuses on promoting a gender-inclusive culture by celebrating diversity, ensuring that all voices are heard and valued. Continuous dialogue about gender equity should be encouraged, and instances of bias or exclusion must be actively addressed. Gender-responsive practices should be institutionalised through updated policies, consistent training programs, and regular evaluation. A practical example from the case study might include appointing an inclusion and equity team tasked with defining an 'inclusion, diversity, and equity' policy that guides the organisation's day-to-day operations.

Step 6: Monitoring, Evaluation, and Continuous Improvement

The final step involves regularly evaluating the effectiveness of gender-responsive interventions and making necessary adjustments to ensure sustained progress. Key performance indicators (KPIs) should be established to track gender equity progress, including measures such as leadership representation and participation in innovation processes. Gender audits and regular reviews will help assess the impact of these changes on workplace equity and innovation outcomes. Continuous feedback loops should refine tools, policies, and practices based on emerging gender issues. In the case study, this could involve developing 90-day projects that are monitored and continuously reviewed by the inclusion team to ensure ongoing improvement.

4. Discussion and Practical Implications

Organisational change requires the active buy-in of the entire workforce. A crucial aspect of ensuring that change is successful is the role of the change agent and the support they receive both within and outside their organisation. Nienaber et al. (2023) explored the challenges faced by change agents in the Horizon 2020 funded CIVITAS SUITS project, which aimed at improving urban transport systems, with a particular focus on gender dynamics in leadership and decision-making processes. The role of gender in organisational change is significant, as it can deeply influence the success of change initiatives. For example, women, as change agents in male-dominated sectors, may struggle with a lack of authority and confidence, feeling undermined by imposter syndrome. Their efforts to implement change may also be perceived as a threat by less enlightened colleagues who resist gender-inclusive approaches. These challenges highlight the importance of providing female change agents with comprehensive support from senior management, mentors, networks, and action learning sets, which enable them to share problems and co-create solutions in a safe and empowering environment.

Furthermore, gender inequality is often framed as a “women’s problem,” limiting its scope and the actions needed to address it. However, as IESOGI (2021) argues, gender is not a concept confined to women; it is a societal construct that shapes personal identities and social interactions for everyone. Gendered dynamics, whether overt or subtle, affect all individuals within a workplace, and it is essential that gender be considered when tackling broader issues of equality, diversity, and inclusion (EDI). By integrating gender into the broader conversation around workplace culture, we can move beyond exclusionary approaches and foster a truly inclusive environment. This is where the tools and methods promoted by initiatives such as GILL come into play, as they enable a ground-up approach to organisational change. The GILL framework provides organisations with the tools to identify and address sources of discrimination, empowering individuals to create fairer, more equitable workplace cultures that benefit everyone, regardless of gender.

The practical implementation of gender-responsive practices begins with assessing current gender dynamics through audits and evaluations of policies, decision-making processes, and leadership representation. This provides a baseline for identifying biases and inequalities. Next, awareness-building activities, such as gender-sensitivity training, help educate the workforce on unconscious bias and systemic discrimination. Integrating gender-responsive tools into organisational processes, such as product development and leadership decisions, ensures that gender considerations are embedded throughout. Restructuring to promote equal opportunities for women in leadership roles is key to creating an inclusive environment. Once changes are made, organisations should focus on embedding gender equity into their culture by promoting inclusivity and institutionalising practices through policies and training. Regular monitoring and evaluation, using key performance indicators (KPIs), ensure continuous progress and adjustments. This ongoing cycle helps sustain gender equity as a core organisational value, fostering a more inclusive and productive workplace.

In summary, organisational change for gender equality requires a holistic, multi-step approach that engages all levels of the organisation, from top management to all of the workforce. By integrating gender analysis tools, promoting awareness, and fostering inclusive leadership, organisations can create cultures that are not only diverse but truly equitable. The support structures for change agents, particularly women, are crucial for overcoming the challenges they face in male-dominated sectors. The strategies outlined here, as exemplified in the GILL framework, provide a pathway for organisations to tackle gender inequality and foster a more inclusive workplace for all.

5. Conclusions

In conclusion, this paper contributes to both theory and practice in gender equality and organizational change by offering insights into how targeted tools and methodologies, such as those developed by the GILL project, can address deeply embedded biases within institutional structures. Through the implementation of these tools in diverse settings, this paper provides a framework for understanding the processes that drive gender-responsive innovation, illustrating how gender inclusion can be embedded within organizational practices. The examples of Devices for Dignity and Experimentarium offer valuable lessons, highlighting both the successes and challenges faced in adopting these tools and offering a roadmap for other organizations committed to fostering equality, diversity, and inclusion in their own operations.

In terms of institutional habits and culture, it is imperative that the whole institution (leaders, staff, board, partners, volunteers...) takes individual and collective agency of their role, and, from their place of power and influence, contributes to the accessibility of the organization, having an inclusive attitude, and more importantly acting in a welcoming and nurturing way. Every individual in the organization, irrespective of their role or position, has power that can be used to drive inclusion. It requires that they continue doing their jobs with the

same professionalism and expertise, but adding a lens that allows the values, principles and strategies of inclusive practice to permeate. Building on these insights, incorporation of gender sensitive tools and methods (such as those from GILL) offers the opportunity to not only help to uncover gender-specific barriers to technology adoption, but also ensure that innovations align with real-world needs, and to confirm progress against key metrics when working to achieve meaningful organisational change, combining cultural transformation, structural reforms, and continuous evolution. Throughout this process, use of GILL tools and methods has facilitated a deeper understanding of the unique challenges faced by different demographics. Gender considerations must be integrated alongside other social determinants, such as race, disability, and socio-economic status, to ensure an intersectional approach that fosters truly inclusive innovation.

This study furthermore emphasizes the broader implications of organizational change, underscoring the importance of diversity and inclusion in shaping downstream processes and outputs. The goal of embedding inclusivity within the culture of organizations extends beyond simply meeting diversity targets; it aims to create environments where all individuals—regardless of gender, race, ability, or background—are not only represented but are empowered to contribute meaningfully. By examining these transformations, the paper highlights how gender equality and inclusive innovation can be systematically embedded within organizational practices, leading to more equitable and effective outcomes. The role of change agents, particularly women in leadership, is central to driving these shifts, although they often face challenges related to authority, confidence, and resistance from peers. This reinforces the importance of creating strong support structures for these agents, ensuring they receive mentorship, and the backing needed to lead successful change efforts. Ultimately, the insights provided by this paper underscore the value of integrating gender-responsive strategies into organizational processes, not only to ensure fairness but also to enhance the innovation, productivity, and sustainability of institutions. By prioritizing gender equality, organizations can create more inclusive, diverse, and effective environments, which benefit both individuals and the broader community. This approach will ensure that all members of society are given the opportunity to contribute to and benefit from innovation and entrepreneurship.

The different activities described in table 1 elicited useful information for assessing the status of the organization and fine tuning the activities and processes as well as providing a clear understanding of the organization and its dynamics.

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