

Women in Sport Tech

Lessons from sport on unlocking talent and driving innovation

 TeamViewer



Loughborough
University
London



Introduction

Women are underrepresented in sports technology, and TeamViewer is working to change that. In partnership with Loughborough University, we conducted an in-depth study to better understand the experiences of women in the industry.

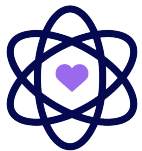
Through this research, we aim to:



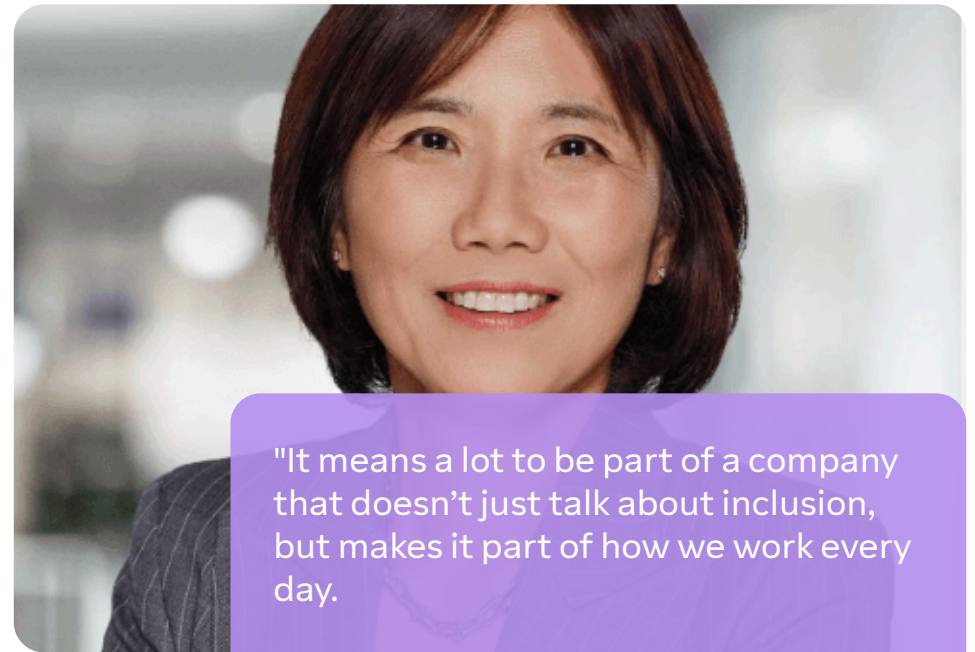
Inspire more women to pursue careers in tech-based roles



Provide actionable insights to create more inclusive work environments



Drive cross-industry innovation through increased diversity



"It means a lot to be part of a company that doesn't just talk about inclusion, but makes it part of how we work every day."

And at TeamViewer, we're creating technology that gives women the freedom to grow their careers without having to choose between work and life. That's something I'm truly proud of."

Mei Dent

Chief Product and Technology Officer
TeamViewer

Insight one: Navigating male spaces

Women often adopt “masculine” behaviours and personas to navigate male-dominated spaces where their voices are frequently overlooked or excluded.

The pressure women feel to behave differently highlights a contradiction between the ideal of gender inclusivity and the reality that they can't express their authentic selves.

Suggested actions

- Educate male staff on the importance and value of allyship
- Reflect on the inclusivity of your behaviors and language
- Implement practices that encourage everyone to share views before meetings
- Undertake equality impact assessments to acknowledge and systematically examine organisational biases



“It’s really basic things like making sure if you’re in a big meeting that the women are being heard, it’s just a fact of life. I’m pretty senior now and there’s still moments that I’m like guys, are you ever going to get let me get a word in”

Insight two: Visible role models

Seeing women in senior roles inspires junior and mid-level colleagues by showing them that career advancement is possible.

Supportive role models during childhood, like family, friends, and teachers, are also important. They help girls follow their passions, regardless of societal expectations.

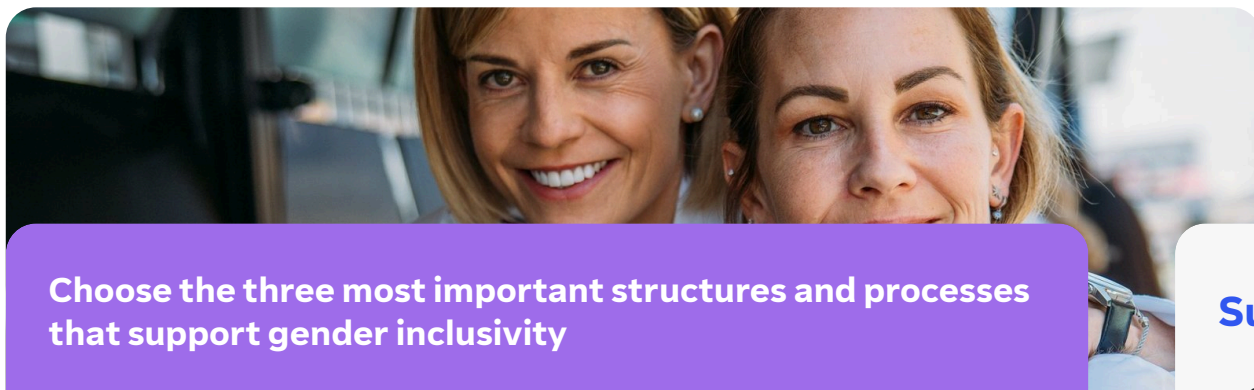
86%

86% of women believed that visibility of women in senior roles was one of the three most important considerations for gender inclusivity within an organisation



“I think women are discouraged early on because they don’t see role models. No one really believes in them. They don’t get that teacher or that coach who supports them. It can just take one person to change your opinion of yourself and your goals”

Insight two: Visible role models



Choose the three most important structures and processes that support gender inclusivity

Question	Yes	No
Visibility of women in senior roles	86%	14%
Inclusive organisational and team culture	83%	17%
Flexible working arrangements	57%	43%
Career mentoring for women	44%	56%
Policies for intersectional issues	24%	76%
Public commitments to gender inclusivity	29%	71%

Suggested actions

- Showcase women to ensure visibility, both internally (e.g., staff newsletter, employee events) and externally (e.g., social media, website)
- Use internships to increase exposure and access for women
- Demonstrate commitment through initiatives like internal role model programs, as well as gender-inclusive policies
- Collaborate with schools and universities to deliver talks and offer site visits
- Raise awareness and challenge gender stereotypes in various industries

Insight three: Communities and networks

Being part of formal or informal communities helps women get into and advance in sports tech roles. Communities offer knowledge sharing, job opportunities, networking with peers, and open discussions on topics like pay, mentorship, and finding inspiration.

55%

55% of women said they were part of a network for women working in the industry

Suggested actions

- Offer networking skill sessions
- Evaluate the inclusivity of social events and workspaces
- Create social events and opportunities for women working in different teams to connect
- Enable employee resource groups and provide appropriate resources



“I'm lucky enough I earn good money, which I only managed to do through this women's network because we all used to talk about our salaries. And when I first joined the group, I was on 50% less than the other women in the group”

Insight four: Attracting women to sports tech

It's important that recruitment strategies reflect the **different priorities of women** at various seniority levels in sports tech roles.

Using **inclusive job adverts** that encourage applications, **hiring for skills** rather than just ticking boxes, and **valuing diverse expertise** can further enhance recruitment efforts.

Suggested actions

- Create inclusive job advertisements featuring organisational charts that show women in senior roles
- Advertise jobs publicly and transparently
- Involve women and underrepresented groups in recruitment processes, including shortlisting and interview panels
- Frame roles, responsibilities, and organisational characteristics appropriate to the level of seniority

What organisational characteristics encouraged you to apply for your current role?

Question	Yes	No
Working in the sports sector	78%	22%
Chance for career progression	46%	54%
Organisational culture	45%	55%
Flexible working practices	41%	59%
Organisational mission	35%	65%
Innovative working approaches	26%	74%
Personal relationships with existing employees	25%	75%
Pioneering mindset/trailblazer	23%	77%
Pay	20%	80%
Senior Leadership	19%	81%
Opportunities for women (i.e. development, mentorship)	18%	82%
Use of workplace technologies	9%	91%
Other (please state)	8%	92%
Access to specific engineering and technological equipment	8%	92%
None of the above	0%	100%

Insight five: Retaining women in sports tech

For women in sports technology roles, **staying with an employer often depends on key organisational factors**. These include opportunities for development and growth and an inclusive culture.

Leaders who visibly commit to these priorities can help retain women long term.

Suggested actions

- Ensure clear and transparent promotion criteria and strategic line manager allocation
- Support staff with career planning
- Provide opportunities to gain experience in more senior roles
- Create a formalised sponsorship program for junior and mid-level employees
- Show sustained and consistent commitment to inclusivity initiatives



“I had a really good female mentor there who was my line manager at the time, and we were going through a redundancy and a restructure. And at that point, she put me forward to work towards project management certification and I attribute a lot of my career to her”

Insight five: Retaining women in sports tech



What organisational characteristics encourage you to stay in your current role?

Question	Yes	No
Working in the sports sector	64%	36%
Organisational culture	50%	50%
Flexible working practices	50%	50%
Chance for career progression	50%	50%
Personal relationships with existing employees	47%	53%
Organisational mission	36%	64%
Innovative working approaches and practices used	35%	65%
Senior Leadership	27%	73%
Pioneering mindset/trailblazer	26%	74%
Pay	25%	75%
Opportunities for women (i.e. development, mentorship)	23%	77%
Use of workplace technologies	12%	88%
Access to specific engineering and technological equipment	11%	89%
Other (please state)	2%	98%
None of the above	2%	98%

Insight six: Caring responsibilities

Women typically take on the bulk of caring responsibilities, whether it's children or looking after an adult family member. This, combined with the unique demands of working in sports tech—attending events, working unsocial hours, and poor organisational support—leads to a **significant loss of talent in the industry**.

76%

76% of women carers said flexible work practices are important to gender inclusivity

Suggested actions

- Introduce work models that don't exclude female talent. For example, remote work or job share.
- Publish clear and visible family leave policies
- Develop specific training for line managers to support those with caring responsibilities
- Enact an organisational code of conduct focusing on the notion of care
- Demonstrate a caring culture by embodying and showing empathetic leadership



“A lot of people really struggle with that [childcare] and we also find females will leave first over males and they're usually looking for more stability compared to males”.

Insight seven: Technology's role in improving diversity

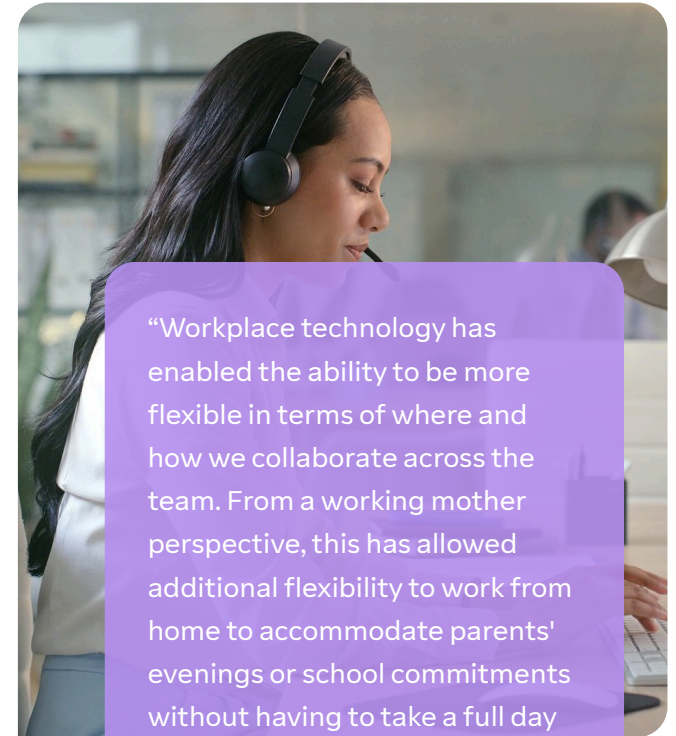
Working in sports tech can often mean moving to different locations for events. **Remote technology can help retain women by allowing them to work from anywhere and offering flexible hours.** However, clear policies are needed to maintain work-life balance.

9/10

9 out of 10 of women believed workplace technology contributes to innovation

Suggested actions

- Be open to hiring remotely to secure the best talent
- Ensure organisational infrastructure is in place and all staff have access to workplace software and hardware
- Implement flexible working practices, alongside clear boundaries and policies for work-life balance (e.g., acceptable email times, providing work phones)



“Workplace technology has enabled the ability to be more flexible in terms of where and how we collaborate across the team. From a working mother perspective, this has allowed additional flexibility to work from home to accommodate parents' evenings or school commitments without having to take a full day annual leave. This increases loyalty towards the organisation in response to supporting commitments outside work.”

Insight eight: Inclusivity as a path to innovation

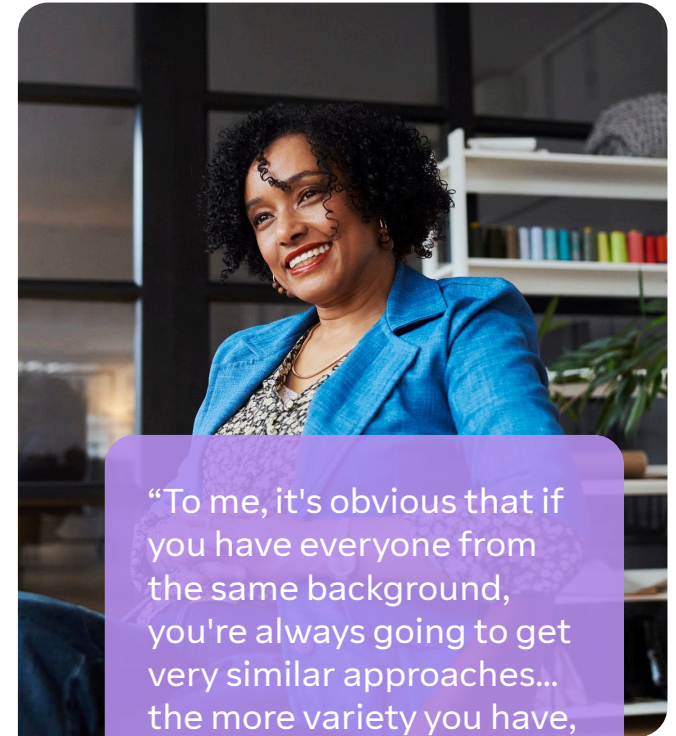
Increasing gender inclusivity in sports technology brings a wider range of perspectives and experiences. This fuels innovation by encouraging different ways of working, fresh ideas, creative problem-solving, and the development of unique products.

9/
10

9 out of 10 of women believed that gender inclusivity contributes to innovation

Suggested actions

- Embed inclusive practices and celebrate different perspectives and viewpoints
- Support unconscious bias training for all staff
- Fund scholarships for prospective talent from underrepresented groups
- Make DEI a collective effort



“To me, it's obvious that if you have everyone from the same background, you're always going to get very similar approaches... the more variety you have, the more different ways of thinking... and different ideas... makes innovation”

Building a stronger, more inclusive future

This research identifies the barriers women face in sports technology and offers strategies for businesses to overcome them. It shows that inclusive practices are not only the right choice but also important for driving business success.

Leaders must create cultures that challenge stereotypes and allow women to thrive as their authentic selves. To retain female talent, organisations should provide support, mentorship, clear career development pathways, and inclusive leadership. By prioritising diversity and inclusion, companies can build a stronger, more successful future.

Want to learn more?

Download the full report

