



# ANNUAL **ACTIVITY REPORT**

**2021**





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## EOSE MISSION

*"To facilitate and support the development of the sport and physical activity sector workforce, bringing education and employment together, to ensure people working and volunteering have the appropriate skills and competences to enable the sector to fulfil its potential".*

## EOSE VISION

*"A sport and physical activity sector that fulfils its social, health and economic potential in Europe".*





# EOSE EXECUTIVE DIRECTOR'S FOREWORD



**D**ear Members, Partners and Friends,

As Executive Director of EOSE, I am delighted to introduce our Annual Report which presents our main achievements in 2021 and future priorities for EOSE and the whole sport and physical activity sector.

First of all, I would like to say that the year 2021 has been exceptional for EOSE, not only because of the pandemic, but due to the election of a new President following the annual EOSE General Assembly organised on 13 December 2021.

Kirstie Simpson becomes the fifth President of EOSE since its creation and looks forward to leading the strategic direction of the organisation and supporting the range of projects and activities that EOSE is involved in. Kirstie is Associate Professor and Deputy Dean, Chester Business School, at the University of Chester (UK) and

has had extensive involvement with EOSE, having been the Course Director for three separate courses on sport administration which have been implemented through EOSE-led projects, and in recent years being a member of the EOSE Executive Board.

Congratulations to Kirstie who takes over the role of President from Prof. Thierry Zintz who has been leading EOSE for the past 10 years since 2011 and had long-stated his decision to stand down from the role of President at this time.

Thierry guided the organisation exceptionally well, bringing his huge competence in strategic development, management, and governance of sport organisations to develop and continuously improve the work of EOSE. As Executive Director of EOSE it has been a privilege to work closely with Thierry and I am convinced that EOSE would have never been able to grow and to conduct so many successful activities without his strong support, dedication and commitment over the past years.

On behalf of the Executive Board, all our members and partners, I would like to express a special thank you to Thierry for everything he has done for EOSE. The good news is that Thierry will remain

part of the Executive Board as Past President of the organisation.

Concerning the work programme 2021, it has been implemented in a still very particular and uncertain health context with the pandemic conditions all over Europe and beyond.

However, despite the significant challenges caused by the virus and its impact on the sport and physical activity sector, I am pleased to highlight that our organisation has reviewed and adjusted its working processes and was able to successfully implement the entire expected annual work programme for the year.

Our four new Erasmus+ Sport projects, our ongoing transnational initiatives as well as all planned internal activities of the organisation (all described in this Activity Report) have been successfully launched, pursued and delivered in 2021 to pursue our ambitious mission and contribute to the development of our sector.

This would not have been possible without the strong commitment, flexibility and motivation of our all our members and partners who are at the heart of the organisation so I would like to express a sincere thank you to all of them for their ongoing support.



A special attention in the EOSE work programme has been given to the analysis of European sport labour market statistics for the year 2020 which was the first year of the Covid-19 pandemic in terms of impact on the sector. More can be found in the next section of the report but we can see a general and sudden decrease in sport employment in Europe in 2020 following years of sustained growth. This decrease can be linked to the pandemic and it is interesting to state that the most impacted categories are female sport workers, youth sport workers, part time sport workers, and those with no or low level of qualification. The ongoing work to analyse the size, characteristics and tendencies of the sport labour market will

remain one of our priorities for the years ahead. We are convinced of the need to pursue the work towards skills development and the modernisation of education and training to equip those working or volunteering in the sector with the right competences. The sector has a recognised and growing potential to make a significant economic, health and social impact across the EU and beyond but will only deliver this impact with a competent workforce.

This is all included in our EOSE Strategic Development Plan 2021-2023 which is aligned with EU policy priorities, especially in the areas of employment and skills, education and training, the youth agenda and sport policy.

I cannot forget to congratulate and thank our permanent staff members at EOSE who are deeply involved on a daily basis and were able to carry out amazing work this year despite the context of the pandemic.

I hope you will enjoy browsing through our Annual Report and we look forward to collaborating with you through the next challenging period towards the recovery of our sector and the development of a skilled workforce.

Yours sincerely

**Aurélien Favre**

EOSE Executive Director



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*"It has been a privilege to serve EOSE as President and chair for the last 10 years. EOSE and its members rely on the great professionalism and commitment of our appointed staff team and we have evolved to be a recognised partner in European sport policies and projects linked to sport. Of course, sport employment is central for EOSE, but the education of sport professionals is the focus of the coming years. I am happy to hand over to Kirstie Simpson who is now the new chair of EOSE. I am fully confident in the way she will conduct EOSE, with our appointed team, with the board and with all members".*

**Thierry Zintz, former President of EOSE from 2011 to 2021**



*"Having been involved with EOSE for over 15 years, I really appreciate the passion and enthusiasm with which our work in sport and employment is undertaken. The sport and physical activity workforce has been affected by the pandemic and EOSE will continue to work with our European partners to ensure that the sector fulfils its social, health and economic potential. I would like to sincerely thank our out-going President, Thierry for his service to our organisation and for the contribution he has made to sport and physical activity in Europe. This should not be underestimated. His are large shoes to fill but I am extremely proud to be elected as the organisation's first female President and look forward to an exciting year ahead".*

**Kirstie Simpson, new President of EOSE from January 2022**

# FIRST FINDINGS ON THE IMPACT OF COVID-19 ON THE EUROPEAN SPORT LABOUR MARKET

Since March 2020, the whole society has been directly impacted by Covid-19 and without listing all consequences of the virus we can highlight for example lockdowns, the limitations or prohibition to travel abroad, the closure or limited opening of public facilities, shops, restaurants and bars, hotels, cultural venues, sport facilities, schools and universities...

It is very complicated to assess the full impact of Covid-19 on the overall European labour market (all sectors) but the official statistics published by Eurostat underlined an EU-28 rate of unemployment for all sectors increasing from 6.4% in December 2019 to 6.9% in December 2020 which means a significant increase of 0.5 percentage point or an equivalent to +7.2%.

Young people aged under 25 years old are the most impacted so far with an unemployment rate growing by 1.8 percentage points from 14.4% in December 2020 to 16.2% in December 2021, that represents an increase of 12.5%.

In 2020, the employment rate of persons aged 25-64 in the EU dropped by 0.7 percentage points from 73.1% in 2019 to 72.4%. This was the highest drop in the rate recorded since the drop

of -1.3 percentage points between 2008 and 2009, following the financial crisis.

The sport and physical activity sector has also been directly impacted by the pandemic with the closure of sport facilities, gyms, swimming pools, sport halls, the cancellation or postponing of sport events and competitions, professional matches taking place without spectators, and the closure or very limited activities of sport clubs with no possible or very limited revenues.

Our sector has been strongly affected by the pandemic and we would like to share with you some first findings collated from Eurostat on the impact of Covid-19 on the European sport labour market.

Despite Brexit, the statistics continue to include the UK since the British sport labour force makes up about 24% of the European total sport employment and removing the UK now would mean that the UK figures would need to be taken out from all previous analyses in order to show long-term trends. Although Eurostat no longer collects UK stats, the UK Office for National Statistics continues to provide the necessary data directly to EOSE.

We also need to highlight a 'health warning' that, as ever,

these are only statistics which can be interpreted in a number of ways and that need to be complemented with qualitative information to be sure about the real characteristics and tendencies.

The first major headline for the sport sector is that, despite 21.2% growth from 2011 to 2019, total sport employment in the EU-28 fell by 3.7% between 2019 and 2020. Sport employment has been significantly more affected compared to employment across all economic sectors (-1.25%).

The size of sport employment as a percentage of overall employment in Europe also fell from 0.79% in 2019 to 0.77% in 2020. According to official statistics in 2020 there were 1 726 791 sport employees in EU-28.

The statistics gathered and analysed also allowed for the breakdown by certain categories of worker, so the potential impact of the pandemic on different groups can be presented.

Gender is the first category that can be explored in more detail. Up until 2019, there was steady growth in employment for both males and females. From 2019 to 2020, there was a decrease in sport employees and it was not equal in terms of gender. Male sport





employment dropped by 1.8% while female sport employment dropped by 5.9%.

This significant difference and high number of females who left the sector is a cause of concern.

In relation to different age groups, the most significant piece of data to note is the fall in youth employment in sport (15-24 years old) between 2019 and 2020 of 7.9% - and in particular the drop in young female workers of a massive 17.5%. This huge fall in youth (and particularly young female) employment should be noted by policy makers and those responsible for the development of the sector.

Another significant fall in sport employees occurred for the group of workers who could be classed as having no or a low level of education. Between 2019 and 2020, employment for this group fell by 18.3%. This is much higher than for high educated workers in sport which fell 9.2% or medium educated workers whose employment actually continues to rise in line with previous years.

The analysis of the statistics also shows that part time workers in sport saw greater job losses than full time colleagues, with

the decrease in part time sport employment being 6.2% while for full time workers only being 1.3% decrease.

Finally, concerning the type of employment, the number of employed sport workers decreases by 5.2% from 2019 to 2020 while it is significant to note that there was no decrease in employment in sport for the self-employed workers and in fact the self-employed workforce in sport even grew by 6.7%.

In summary, there was a general and sudden decrease in sport employment in Europe in 2020 following years of sustained growth. Some categories of the sport labour market have been more impacted than others with significant decrease in numbers from 2019 to 2020.

These statistics need to be considered carefully but they underline some realities and tendencies of the situation. It will be essential to continue to collate and analyse sport employment statistics in 2021 to see if the decrease is confirmed or if the tendency is different.

The overall goal of EOSE and its networks of members and partners all over Europe is to pursue the collection, analysis and publication of new knowledge and data about

the European sport labour market on an annual basis.

To make an impact on the sector and allow it to unlock its recognised and growing potential to improve peoples' lives and have an impact on health, employment and the economy in Europe, it is necessary to have a precise idea of the size and characteristics of the current labour market, as well as information about its evolution and tendencies.

It is important to underline that the ambition of such ongoing research work is to publish a maximum of available official statistics at the European and national level as the best information available to help facilitate policy discussions and consultation, create concrete impact and encourage collaborations through the sector.

Such data has been missing for too many years and we now need to keep the momentum and regularly collate, publish and discuss the realities, changes and tendencies of the sport labour market.

We all have a key role in this process so let's continue the journey together!

# INTRODUCTION

## EOSE IN BRIEF

### FROM AN INFORMAL GROUP TO A RECOGNISED EXPERT ORGANISATION

EOSE is an international civil society organisation working towards the development of the whole sport and physical activity sector.

Over more than 20 years of active work with its network in the sector, EOSE has built a reputation and is recognised as an expert organisation in research and labour market analysis, as a facilitator building bridges between the worlds of education and employment, and as a contributor to the development of a competent workforce of paid staff and volunteers with the right skills through innovative occupational standards and fit-for-purpose education and training offers.

**1994**

Set up as an informal group

**2002**

Official registration as a French not-for-profit organisation

**2019**

First ever European Employer Skills Survey and EU Skills Summit

**2021**

Sustainable organisation with membership in 25 EU Member states, the launch of 4 new Erasmus+ projects, and a new Strategic Development Plan

## EOSE POSITIONING AND AMBITION

There is a growing recognition of the potential of sport as a social and economic driver and as a result there is an increasing level of expectation from national governments for the sector to become a powerful tool linked to mainstream policy in education, health and the economy and for it to be used to promote social cohesion.

Without being exhaustive, the sport sector is recognised as having the potential:

- ✓ to improve health;
- ✓ to contribute substantially to economic growth and regeneration;
- ✓ to support community development, social cohesion and the integration of migrants;
- ✓ to support the education and personal and social development of young people;
- ✓ to assist with recovery from Covid-19;
- ✓ to create jobs, careers and improve employability, particularly engaging with unemployed youth.

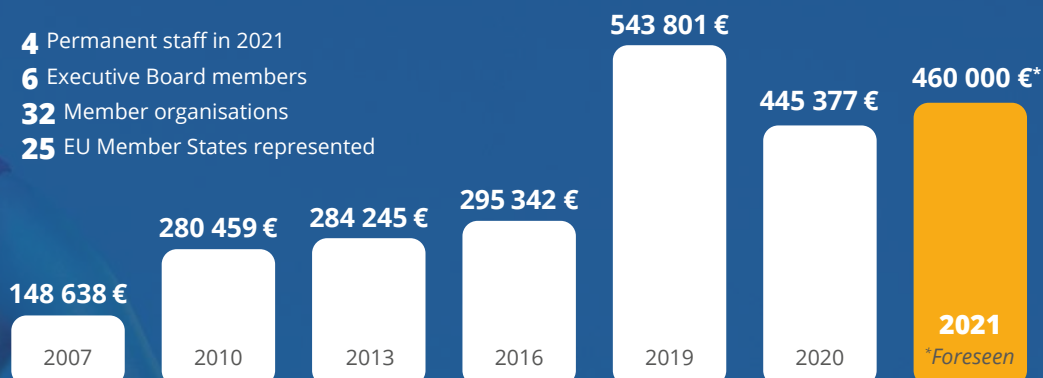
These rising expectations are placing pressure on the sport sector to modernise and update its services at a time when it is expanding, changing, evolving and moving away from its historic dependence on the now diminishing resource of public financing and on small voluntary sector organisations.

EOSE operates in a changing landscape but believes that if the sector is to meet its challenges and impact positively on these wider agendas, it is imperative that it has a flexible and inclusive labour market, a clear career structure and pathways with concrete job opportunities, and that those working and volunteering in sport are equipped with the necessary skills and knowledge to perform in their positions through fit-for-purpose education.



## TO CONDUCT ITS ACTIVITIES, EOSE ASSETS ARE AS FOLLOWS

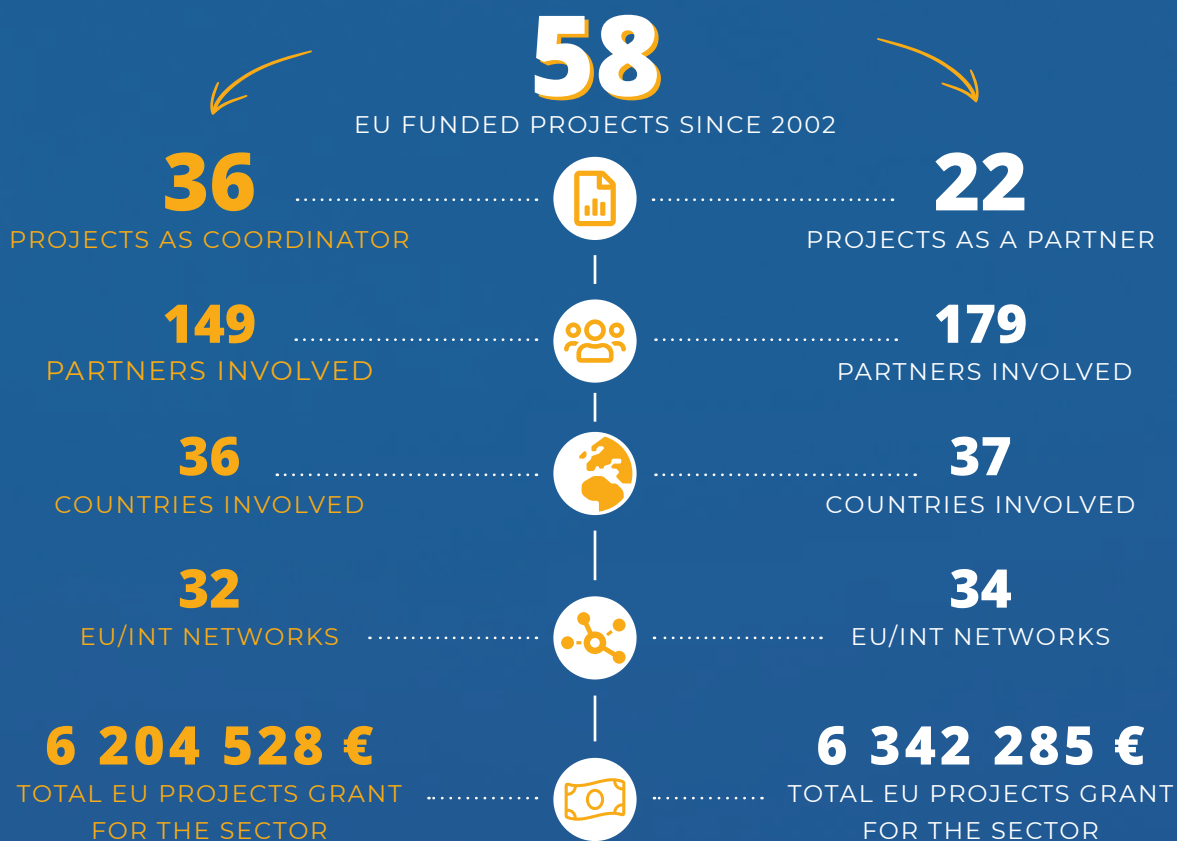
- 4** Permanent staff in 2021
- 6** Executive Board members
- 32** Member organisations
- 25** EU Member States represented



## INVOLVEMENT IN EU FUNDED PROJECTS (Since 2002)

Driven by a desire to act as a facilitator and agent of change in the sector, EOSE has been developing, coordinating, contributing and supporting a wide range of transnational and ambitious European projects and studies since its creation in 2002 as coordinator or active partner.

Further information can be found in the dedicated section of this Activity Report but all European initiatives managed or supported by EOSE are always in line with its mission, with the priorities of EU policies in sport, education and employment, and with the identified needs of the sector.



# OUR MEMBERS

EOSE MEMBERSHIP IN 2021

**32** ORGANISATIONS | **25** COUNTRIES



BELGIUM



BELGIUM



BULGARIA



CROATIA



CYPRUS



DENMARK



ESTONIA



FINLAND



FRANCE



GERMANY



GREECE



HUNGARY



IRELAND



ITALY



LATVIA



LITHUANIA



LUXEMBOURG



MALTA



NETHERLANDS



POLAND





PORTUGAL



PORTUGAL



ROMANIA



SLOVENIA



SPAIN



SPAIN



SWEDEN



UK



UK



UK



UK



UK

## PARTNER ORGANISATIONS



SUPPORTED BY



Co-funded by the Erasmus+ Programme of the European Union



# SOE HIGHLIGHTS





# EOSE HIGHLIGHTS

## IN BRIEF

2021 saw the continuation of new realities and challenges associated with the Covid-19 pandemic which emerged in the first quarter of 2020. Although travel to meetings and events was not possible during the whole year, EOSE implemented the adapted working practices which had been developed in 2020 and was able to successfully implement the entire expected annual work programme for the year.

The year has been very busy and all ongoing transnational projects and internal activities of the organisation have been successfully pursued and delivered – including the kick-off of four new Erasmus+ Sport funded projects.

In this section of the Activity Report, you can find a selection of main accomplishments we are delighted to share with you:

- December 2021 saw the end of a transnational initiative in the field of sport for development (the CHANGE project) which produced a competence framework and training handbook for this important part of the sport sector
- A real highlight of the year 2021 was the delivery of the S2A European Course on Sport Administration bringing together over 40 participants for a quality learning experience
- EOSE continued with its ambition to gather, analyse and publish detailed sport labour market statistics at the European and national level
- Working with 13 national members of EOSE, a Compendium of Selected Good Practice Examples was produced showcasing skills and workforce development initiatives across Europe
- Research was a main activity of 2021 for EOSE with the research phase of four new transnational projects – V4V, FORMS, EDUGOLF and WINS
- EOSE developed a close working relationship with the World Anti-Doping Agency (WADA) in 2021 with a number of notable achievements resulting from the partnership in support of a Global Learning and Development Framework for Clean Sport (GLDF).

These successful activities were made possible thanks to the strong commitment and contribution from EOSE network of members and partners, its Executive Board members, and its team of staff members.

A warm thank you to all of those who made it possible!

# SUCCESSFUL CONCLUSION TO THE CHANGE PROJECT TO DEFINE SKILLS AND COMPETENCES FOR SPORT TO ACT AS A TOOL FOR THE DEVELOPMENT OF PEOPLE AND SOCIETY IN EUROPE

Elsewhere in this report we have described the CHANGE project which was completed in December 2021 and had the main aim to enhance the skills of people working in the field of sport for development.

As the final year of the project, 2021 saw a number of highlights and key achievements, all of which could only have been possible with the commitment and hard work of the partnership which brought together wide-ranging expertise and experience from across the European sport sector.

We can describe four highlights and key achievements from the CHANGE project in 2021.

## 1. New competence framework of occupational standards for sport for development

The purpose of the brand-new Competence Framework of Occupational Standards for sport for development is to provide the field of with clear and well-researched good practice benchmarks which will raise levels of competence and improve the work of sport for development practitioners and therefore the lives of the communities and individuals with whom they work.

There are a range of uses of the standards for both the sport for development practitioner and their organisation including the identification of training needs and as a tool for evaluating performance.

### The standards are presented under eight key roles:

- Engage communities in sport for development initiatives
- Resource sport for development initiatives
- Plan and implement sport for development programmes and activities
- Manage sport for development paid staff and volunteers
- Build the capacity of organisations and people involved in sport for development
- Use partnerships and networks to enhance sport for development
- Market and communicate sport for development
- Monitor, review and evaluate sport for development initiatives







## 2. New training handbook for sport for development

The purpose of the Training Handbook is to help sport for development organisations, educators and trainers to design and deliver education and training which will raise levels of competence and enhance good practice in the field. The Training Handbook contains a Framework of Attributes, Skills and Knowledge (ASK) and 25 Sample Module Outlines with learning outcomes based on the CHANGE Occupational Standards. The Handbook also includes advice to organisations wishing to develop education to support the competence-based development of sport for development practitioners. The Handbook is an indispensable guide to continuing professional development in sport for development.

## 3. Final conference

The CHANGE project ended with the organisation of an International Event on Skills and Education in Sport for Development, held online on 24 November 2021, which attracted 95 participants from 32 countries in Europe and beyond. The event was supported by the International Platform on Sport and Development (sportanddev) and was a highlight of the project bringing together so many people to learn about the CHANGE outputs and take part in an interactive webinar session.

## 4. New partnership and support for the field of sport for development

During the CHANGE project EOSE liaised with the sportanddev International Platform and EOSE has been pleased to support their global campaign "Reshaping Sport and Development" by joining the campaign as a founding supporter.

**EOSE looks forward to future projects and liaison with sportanddev and working with the other founding supporters of the Reshaping Sport and Development campaign towards:**

- Identification of key themes and actions in reshaping sport and development
- Greater community involvement in setting plans and priorities for the sector
- Upgrade of the sportanddev platform to better serve all actors
- A more inclusive, accessible, and equitable sport and development sector

Further information on pages 38 - 39 or at: [www.change-sport.eu](http://www.change-sport.eu)



## DELIVERY OF THE INNOVATIVE S2A EUROPEAN COURSE ON SPORT ADMINISTRATION

After more than two years of planning, several postponements, and the switch to an online format due to the Covid-19 pandemic, over 40 participants from the Western Balkans and Europe successfully completed the S2A European Course on Sport Administration.

Over the three weeks of the course, participants took part in a range of learning activities including lectures, group work, panel discussions and guest presentations.

The Course Team, led by Kirstie Simpson from the University of Chester (UK), were delighted with the three weeks of training, and in particular with the commitment and enthusiasm of the participants who positively engaged with the learning activities throughout the online course.

**The three modules of the course, which were delivered over 3 hours per day of live delivery via Zoom from Monday to Friday on each of the training weeks were:**

### MODULE 1

Successful Strategy:

27<sup>th</sup> of September to 01<sup>st</sup> October 2021

*Content: Process of strategy; internal and external analysis; terminology; vision, mission, aims, objectives, performance indicators; operational planning; your role in strategy; monitoring and evaluation*

Participant rating of the module: **4.5 / 5**

### MODULE 2

Successful Leadership:

25<sup>th</sup> to 29<sup>th</sup> October 2021

*Content: Difference between management and leadership; leadership styles; motivating others; values; leadership in managing change; supporting professional development; managing yourself*

Participant rating of the module: **4.4 / 5**

### MODULE 3

Adapted Marketing and Communications for Sport: 29<sup>th</sup> November to 03<sup>rd</sup> December 2021

*Content: Principles of effective communication; marketing plans; customer service; sports marketing; target groups; digital marketing; influencing policy*

Participant rating of the module: **4.8 / 5**





The content of each module of the European Course mapped to the S2A Occupational Standards for Sport Administration.

One of the key rationales of the funding programme of the European Union which funded the European Course was to foster international transregional cooperation and sharing across borders. Although this would have taken place to a higher level had the course taken place in person, this crucial aspect was not forgotten in the online format. On each day of the course participants from each country presented the historical, cultural, culinary and sporting highlights of their country and this was a real highlight for participants who enjoyed learning about other countries and cultures.

Course evaluation by the participants was extremely positive and encouraging. Participants highly appreciated the European Course delivered through a series of 3 distinctive Modules and provided an overall rate of 4.7 / 5. All participants taking part in the course evaluation indicated their interest and willingness to be involved and take part in further European Courses or training programmes in sport administration delivered by EOSE / S2A. They would like to see future courses on topics such as project management, events management, finance and organising sport for all.

**Participants were invited to indicate what they considered as the best thing about the European Course and some of their feedback is presented here:**

- The inspiring way the Course Director taught us
- The guest speakers delivered excellent real-live examples
- The close and safe atmosphere for learning
- Meeting new and interesting people
- Developing my knowledge and level of confidence
- Active communication
- The opportunity to meet new people and share our thoughts and experiences
- The perfect organised concept, the high level of professionalism of the organisation

**Stefan Ivanović**, a participant from Montenegro said: *The course on sport administration was successfully created to improve our knowledge on different important aspects of managing sport organisations. I would like to emphasise the importance of the first module, which focused on Successful Strategy, which brought me the highest knowledge on the topic. I am pleased with the course and with all the amazing people I've met there, my new friends and colleagues!*

Course Director **Kirstie Simpson** said: *Through the delivery of three week-long modules on strategy, leadership and marketing / communications, I have witnessed the development of over 40 sport administrators who are already using their enhanced skills to improve the way they work and therefore increase the impact that their organisation has on local communities.*

The S2A Sport Mobility project, described in more detail elsewhere in this report, helped to meet the needs of the sport sector to invest in human capital and build capacity in sport organisations. It also promoted transregional cooperation and aimed to enhance physical activity and health outcomes through effective sport administrators.



Further information on pages 42 - 43 or at: <https://projects.eose.org/project/s2a-sport-mobility-2/>  
Testimonials from participants available on project's website

## PUBLICATION OF LATEST EUROPEAN SPORT LABOUR MARKET STATISTICS

EOSE believes that a proper understanding of the size, characteristics and tendencies of the sport and physical activity labour market is the basis to reskill/upskill the workforce with fit-for-purpose training in line with the needs and expectations of sport employers.

EOSE is delighted to confirm that the sustained dialogue with Eurostat and National Statistics Offices made it possible to collate latest statistics for the sport labour market for 2020. These statistics have been gathered, analysed and we are now pleased to be able to present them for consideration to the sport sector.

As also reported on page 40 of the Activity Report, the following are some of the main findings and the possible impact of Covid from official sport employment statistics (*Note: UK is still included in the data for 2020*):

- After growing by 21% from 2011 to 2019, the total number of people working in sport in Europe decreased from 1.9 million in 2019 to just over 1.7 million in 2020, a fall of -3.7%. This is the first time there has been a decrease in numbers since 2011 and is probably due to Covid-19.
- From 2019 to 2020, employment in the sport sector in Europe (-3.7%) has been significantly more affected compared to employment across all other economic sectors (-1.25%).
- The size of sport employment as a percentage of overall employment in Europe also fell from 0.79% in 2019 to 0.77% in 2020.
- The groups where the decrease in sport employment from 2019 to 2020 was the largest included:
  - female sport workers (-5.9%)
  - the under-25s sport workers (-7.9%)
  - females sport workers under-25 (-17.5%)
  - those with no or low educational attainment (-18.3%)
  - part-time sport workers (-6.2%)
  - female part time sport workers (-8.6%)
- The only group to show an increase in numbers employed in sport since the start of the pandemic in 2019 was the self-employed (+6.7%).
- The total number of sport and fitness workers (coaches, instructors and officials) has only declined by -1.4%, less than half of the drop in the sport labour force as a whole (which also includes for example, managers, receptionists, catering and retail staff and cleaners).

We feel there are some findings here which have significant implications for education, training and employability in the sector, particularly in regard to those demographics most severely affected.





## LATEST SPORT LABOUR MARKET STATISTICS NEW YEARLY PUBLICATIONS

### EUROPEAN RESEARCH REPORT

Sport employment data from 2011 to 2020 with detailed discussion and analysis.

### EUROPEAN FACT SHEET

Key facts showing the trends in the sport workforce from 2011 to 2019 and the changes from 2019 to 2020 which can be accounted for by the pandemic.

### 28 NATIONAL FACT SHEETS

Latest available data on sport employment at the national level.

It appears from the 2020 data that the sport sector has lost a lot of the female sport workforce and a lot of its young workers which has implications for the future of the sector. Indeed, the reduction in young female sport workers in 2020 was 17.5% which is by far the most impacted segment of the sport labour market. To address this gender and age imbalance, more young people and women will need to be attracted to work in the sector, which means they will need to be trained with the right skills and given more support to enter employment in sport. The same focus to train more people to work in the sector could be aimed at people with low educational attainment and those interested in part time work as those categories have also decreased in numbers of people employed in sport since the beginning of the pandemic.

It is also interesting to note the increase in the self-employed workforce in sport (+6.7%) and this would suggest there is a greater training need in entrepreneurship and learning the skills to manage a small business than ever before.

EOSE has been sharing these findings with the sector including EOSE members at the General Assembly and Members Seminar 2021, and through an EU workshop we organised with umbrella bodies in sport.



Further information on pages 40 - 41 or at: <https://projects.eose.org/skills/>

# COMPENDIUM OF SELECTED GOOD PRACTICE EXAMPLES TOWARDS A SKILLED WORKFORCE FOR THE SPORT AND PHYSICAL ACTIVITY SECTOR

A further output of the SKILLS project and highlight of the year for EOSE was the publication of a Compendium of Good Practice Examples showcasing a range of skills development initiatives in sport in Europe.

In 2019, National Reports were produced for each country in Europe under the ESSA-Sport project, these reports included a National Strategic Action Plan for developing the sport workforce. The good practice examples in the newly published Compendium highlight progress with concrete actions from the National Action Plans in 13 countries.

In each selected good practice example, there is an explicit link to the National Strategic Action Plan of the country in question. It is hoped that by giving visibility to these examples through the Compendium it will encourage further implementation of National Strategic Action Plans which, if taken forward, will result in a skilled workforce and support the sector to meet its objectives and potential for a fitter, healthier and more productive society.

During 2021, EOSE contacted the national coordinators from the ESSA-Sport project and EOSE members familiar with their country's National Strategic Action Plan and discussed with them if there was a national

good practice example or case study which could be highlighted in this Compendium.

13 good practice examples were selected for the Compendium and the national coordinators completed a template to supply key facts and information about the national example.

The 13 good practice examples in the Compendium cover a range of themes crucial to the development of the sport sector, from gender equality, disability inclusion and dual career, to researching the labour market, legislation supporting the sector, and initiatives for coach education and sport management employability.

One thing that links them together is that they are about developing people – the large workforce of paid staff and volunteers in sport who are the sector's greatest asset. New training, education programmes, employment standards and employability initiatives also feature strongly in this Compendium.

Each national good practice example has a section for summary of success, and it is clear the overall impact of the examples is substantial in developing the sport and physical activity and its workforce.

## Examples of successful impact include:

- Stronger collaboration between the sport sector and academic institutions
- Concrete actions on gender equality
- Enhanced contribution of sport and physical activity to regional development
- Professionalisation of the sport labour market





Download the Compendium at:

[https://projects.eose.org/wp-content/uploads/2022/01/SKILLS\\_Compendium\\_Final\\_Magazine.pdf](https://projects.eose.org/wp-content/uploads/2022/01/SKILLS_Compendium_Final_Magazine.pdf)

When the sector works together at the national or European level on skills and employment issues, excellent outcomes can be achieved for the advancement of the sport sector, its workforce and everybody who uses and benefits from its services.

We hope that the national case studies will be of interest to stakeholders in the sports sector with an interest in skills, education and workforce development. Some of these examples could be replicated in other countries and in all cases, it can inspire the further implementation of actions towards a skilled and competent workforce.



Further information on pages 40 - 41 or at: <https://projects.eose.org/skills/>



Skills acquired through  
Volunteering in Sport

## V4V – ANALYSING AND MAKING VISIBLE THE SKILLS ACQUIRED THROUGH VOLUNTEERING IN SPORT IN EUROPE

### OUTPUT FROM THE RESEARCH PHASE

- A comprehensive mapping of the sport volunteering workforce in Europe

### RESEARCH ACTIVITIES

- Desk research and literature review
  - Partner desk research template
  - Interviews with sport volunteers
- Comprehensive survey of organisations in the sport sector who engage volunteers

 [www.v4v-sport.eu](http://www.v4v-sport.eu)



Emerging Forms of Employment in Sport

## FORMS – EMERGING FORMS OF EMPLOYMENT IN THE SPORT SECTOR IN EUROPE

### OUTPUT FROM THE RESEARCH PHASE

- Summary paper on the emerging forms of employment in the sport sector in Europe

### RESEARCH ACTIVITIES

- Desk research and literature review
- Partner desk research template

 [www.forms-sport.eu](http://www.forms-sport.eu)



# 2021, A YEAR OF RESEARCH ACTIVITIES IN EOSE NEW TRANSNATIONAL EU FUNDED PROJECTS

An effective programme of research is essential to provide a solid foundation and act as the first step in developing innovative products to promote skills development in the sport sector. Research in the form of labour market intelligence (LMI) is the first step in the 7 Step Model lifelong learning strategy which EOSE has developed and promotes throughout its work.

LMI involves collecting data from various sources using a range of techniques to be able to understand the characteristics of the sector and its current labour market (paid and unpaid), to assess the potential for growth and change and to identify the priorities areas.

Some of the aims of conducting LMI research are to:

- Assess how well the labour market is functioning and the appropriateness of Vocational Education and Training systems
- Identify the tendencies, realities, potential for growth and future skills priorities
- Highlight the strongest needs of employers and the labour market.

Within EOSE working methodology, this can be considered as the starting point for the development of occupational standards, tools for skills development, qualifications, and training programmes aimed at developing the priority occupations in the workforce



## EDUGOLF – MODERNISING EDUCATION AND TRAINING TO MEET THE CHANGING SKILLS NEEDS OF GOLF IN EUROPE

### OUTPUT FROM THE RESEARCH PHASE

- A Research report on changing realities and tendencies of the golf labour market and education requirements

### RESEARCH ACTIVITIES

- Desk research and literature review
  - Partner desk research template
- Survey of national golf organisations
  - Interviews with employers in golf
- Focus groups with young people on attitudes to golf

 [www.edugolf.eu](http://www.edugolf.eu)



## WINS – RAISING THE GROWTH AND PARTICIPATION OF FEMALE SPORT OFFICIALS IN EUROPE

### OUTPUT FROM THE RESEARCH PHASE

- A European research report on gender and sport officiating

### RESEARCH ACTIVITIES

- Desk research and literature review
- Partner desk research template
- First ever online survey of female sport officials
- Interviews with those responsible for officiating in sport federations

 [www.wins-sport.eu](http://www.wins-sport.eu)



and matching education to the needs of the labour market.

EOSE was successful with four applications for transnational projects to begin in 2021 under Erasmus+ sport, with EOSE as coordinator, and 2021 as the first year of the work programme of these projects having a focus on research activities.

One of the main research activities in each project is to use the extensive knowledge and background of the transnational partners to gather valuable data which they provide as representatives from the sector. This is done through a Partner Desk Research Template where they are asked a series of questions and can supplement this with studies and reports they are aware of. The aim of the desk research is to gather data on relevant legislation, key employers, main occupations, existing standards and qualifications, as well as realities, challenges and trends in the sector.

We can take a look at each project and the research methods and activities currently being employed.

2021 was a year of research activity in these projects, with research reports due to be completed early in 2022. While the research reports will be interesting in their own right, the main purpose and benefit is to inform the following outputs in each project. Across the four projects this includes occupational standards, training handbooks, e-learning modules, self-assessment tools, toolkits, collections of best practice and a mentoring initiative.

The substantial research phase for each project ensures that the innovative and invaluable products which will be developed for the sport sector are genuinely evidence based and firmly linked to the realities and requirements of the sector.

A warm thank you once again to all partners who are strongly committed to this research phase and are doing amazing work.

# COLLABORATION ON SKILLS DEVELOPMENT WITH WORLD ANTI-DOPING AGENCY (WADA)

## 1. Background

One highlight of the work of EOSE in 2021 has been working as partners of the World Anti-Doping Agency (WADA) Education Department to provide targeted support for global skills development initiatives in anti-doping.

One of WADA's six priorities under its 2020-2024 Strategic Plan is to 'Grow Impact'. One of the key initiatives under this priority, is *"developing training programs and qualifications standards for anti-doping professionals to improve professionalism and enhance the capabilities of the anti-doping workforce"*.

In response, in April 2020, WADA's Education Department started to develop a Global Learning and Development Framework (GLDF), through which specific, standardised training for a range of anti-doping roles could be developed and made available for Anti-Doping Organizations (ADOs) and other stakeholders worldwide.

Professional standards are seen as the backbone for the GLDF. Accordingly, in January 2021, WADA commissioned the European Observatoire of Sport and Employment (EOSE) to provide technical support to develop professional standards for six important roles in the anti-doping community. This was in recognition of EOSE's considerable expertise and track record of researching and designing similar standards in sport using its innovative 7-Step Model for Lifelong Learning.



## 2. Developing the Professional Standards

The project proceeded by forming global Technical Working Groups (TWGs) for the selected anti-doping roles which brought together anti-doping experts from ADOs and other stakeholders worldwide.

Each TWG was chaired by an experienced and respected member of the anti-doping community for the role under development. Technical input on the design of the standards was coordinated by EOSE's Director of Skills Development. The TWGs met on an average of four occasions interspersed with meetings between the TWG chairs, the WADA and EOSE representatives.

The first meetings in the cycle consisted of a functional analysis of each role to identify key purpose, primary and secondary functions. Each secondary function was then developed further to include performance criteria (good practice guidelines) and essential knowledge, skills and values. In parallel with this work, core competencies (standards which apply to more than one anti-doping role – for example, Teamwork and Self-development) – were also agreed. The main roles and responsibilities of each practitioner type were then summarised in role descriptors (model job descriptions).

Once these products were developed to the satisfaction of the TWGs, EOSE then supported the design and analysis of a global workforce skills survey covering the roles which included validation of the functions identified in the professional standards.

The WADA Education Department is now designing competence-based modular training programmes for these roles, using the professional standards as the principal building blocks.

## 3. Outputs Completed in 2021

**Functional Analyses, Professional Standards, Core Competencies, Role Descriptors and Skills Surveys for:**

- Education Managers/Officers
- Intelligence and Investigation Managers and Officers
- Media and Communications Managers/Officers
- Privacy and Data Protection Managers/Officers
- Results Management and Hearing Panel Members

## 1. Continuation Work

Work on developing professional standards for Therapeutic Use Exemptions Managers/Officers commenced in September 2021 with similar support from EOSE and is due for completion in March 2022.

EOSE is delighted to be involved in such ambitious initiative and look forward to pursue the collaboration with WADA.



Further information at:

<https://www.wada-ama.org/en/what-we-do/education-and-training/global-learning-development-framework>



ESITRUE  
EXPE  
SOE





# EOSE EXPERTISE

## IN BRIEF

With the support of its network of members and partners, EOSE has been able to cement its position in the sector as a sustainable, independent, non-profit civil society membership association and become recognised as an expert organisation acting as a focus for skills and workforce development in the sport and physical activity sector across Europe.

EOSE has developed a reputation and built-up respect in the field of education and employment in sport through the delivery of a successful series of transnational and innovative projects.

It is possible to summarise the areas of expertise and activities of EOSE as follows:

- Research and analysis (*Labour Market Intelligence, research strategies, questionnaire design and analysis, focus groups and interviews, consultation process, research reports, external evaluation*)
- Project development and management with a specialism in European funding, transnational and collaborative working within the sport and physical activity sector (*Project development, design, management and administration*)
- Technical expertise in identifying and meeting skill needs:
  - Occupational and functional mapping
  - Competence Standards development
  - Qualification design, development and delivery
  - Quality assurance systems for training and qualifications
- Workforce development planning (*developing strategic approaches to ensure the involvement of people with the right skills*)
- EU policies and new initiatives particularly at European level, in education, employment and sport
- Sport and education systems analysis.

## A FOCUS ON SKILLS AND WORKFORCE DEVELOPMENT INITIATIVES

Besides the work conducted with its members, EOSE is also involved in encouraging and supporting concrete activities and projects led by a number of different partner organisations. EOSE is working to pursue its overall vision for the sector and to provide a range of services and activities based on significant experience and expertise:



➤ **As an Adviser** – providing advice to members and partners on the identification of the realities and challenges of the sector as well as priority actions and recommendations to be implemented, on the preparation of workforce development strategies and on potential collaborative project proposals and initiatives;



➤ **As a Partner** – leading or providing support and expertise to implement national and/or European/International projects and activities;



➤ **As a Networker** – using its networks to expand the reach and impact of project work and the use of innovative tools, to encourage synergies and collaborations, dissemination, sharing of information and exchange of good practice;



➤ **As a Facilitator** – supporting exchanges and debates between key stakeholders from the sector at the national and European level on the topic of skills development, applying a top down and bottom-up approach, undertaking research and wide consultation activities;



➤ **As a Consultancy** – commissioned to undertake a range of services and provide expert support in various specialist areas.



*Sport: all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels"*

*Definition from the Council of Europe*



## EXPECTED IMPACT OF EOSE WORK PROGRAMME ON EUROPEAN SOCIETY



**HEALTH**  
Active citizens



**EDUCATION**  
Innovative learning



**EMPLOYMENT**  
Jobs creation



**COMMUNITY  
DEVELOPMENT**



**SOCIAL  
INCLUSION**

SKILLS & WORKFORCE DEVELOPMENT  
IN THE SPORT SECTOR ACROSS EUROPE



**WORK PROGRAMME**  
2021-2023

### EOSE VISION FOR THE SECTOR :

*"A sport and physical activity sector that fulfils its social, health and economic potential in Europe and its Member States"*

## BUILDING ON EXISTING OPPORTUNITIES BY LINKING WITH EU POLICIES AND TOOLS



Sport and physical activity is ingrained across all communities, affecting a large percentage of the population, and is used to address wider European and national government agendas including health, social inclusion, regeneration and education.

This has been showcased in different studies and is officially recognised by key institutions at all levels e.g., World Health Organisation, the European Union, and United Nations.

Moreover, the Council of the EU has identified sport as a tool to tackle youth unemployment directly as an employer and

indirectly as a developer of skills and competences in young people. Sport has a recognised and important role in personal health and wellbeing and bringing communities together as Europe emerges from the lockdowns, restrictions and disruption which resulted from the Covid-19 pandemic. It is vital the sport workforce is ready to adapt to any new trends and realities in sport participation that may appear following the pandemic.

At EOSE, we are convinced that a link to European directives and initiatives gives the sport and physical activity sector greater

legitimacy. It has therefore been a core part of EOSE work programme to disseminate information on EU policies in the field of sport, employment and education, and to develop and implement a long series of European funded projects through the past nineteen years of activity.

Indeed, EOSE has always considered it very important for the recognition of the sport sector to ensure the development of innovative activities and tools directly linked with the priorities included within a range of policy areas at the EU level, particularly in the areas of Education, Employment and Sport.

## IN PRACTICE: A FLEXIBLE TOOL DEVELOPED IN RESPONSE TO EDUCATION AND EMPLOYMENT CHALLENGES FACING THE SECTOR

At EOSE, we believe that the development of a skilled workforce of paid staff and volunteers through fit for purpose qualifications is crucial to enhance the sector's chances to meet its recognised potential and positively impact on the economy (e.g., tourism, employment), health (e.g., participation) and social dimensions (e.g., integration) of a nation and the European Union as a whole (see diagram page 30).

This potential can only be realised through a skilled workforce of professionals and the huge army of volunteers that lie at the heart of the sector. Through a series of ambitious EU funded projects, EOSE has developed a methodology called the Lifelong Learning Strategy for Sport and Physical Activity, or

7 Step Model, which provides a framework for the development of a strategic approach to ensure that vocational education, training and qualifications exist to support the workforce.

The Model has been mainly produced to understand and anticipate realities, changes, expectations and future skills needs of the labour market. It has been tested in different areas of the sector including sport administration and officiating and through the recently completed CHANGE project which implemented the model in the field of sport for development. Key organisations in the European golf industry implemented the model from 2010 to 2012 and a new project, EDUGOLF, began in 2021 to repeat the process and use the

model to reform golf education and training.

Overall, it aims to bring together the education and employment stakeholders in a collaborative approach to understand and analyse the sector, develop common agreed standards of competence, and then to ensure that Vocational Education and Training provision is fit for purpose and in line with the needs of the labour market. EOSE is confident that the 7 Step Model can positively impact on the supply of education and training for the sector and so as a direct consequence to improve the skills and competence of the workforce.

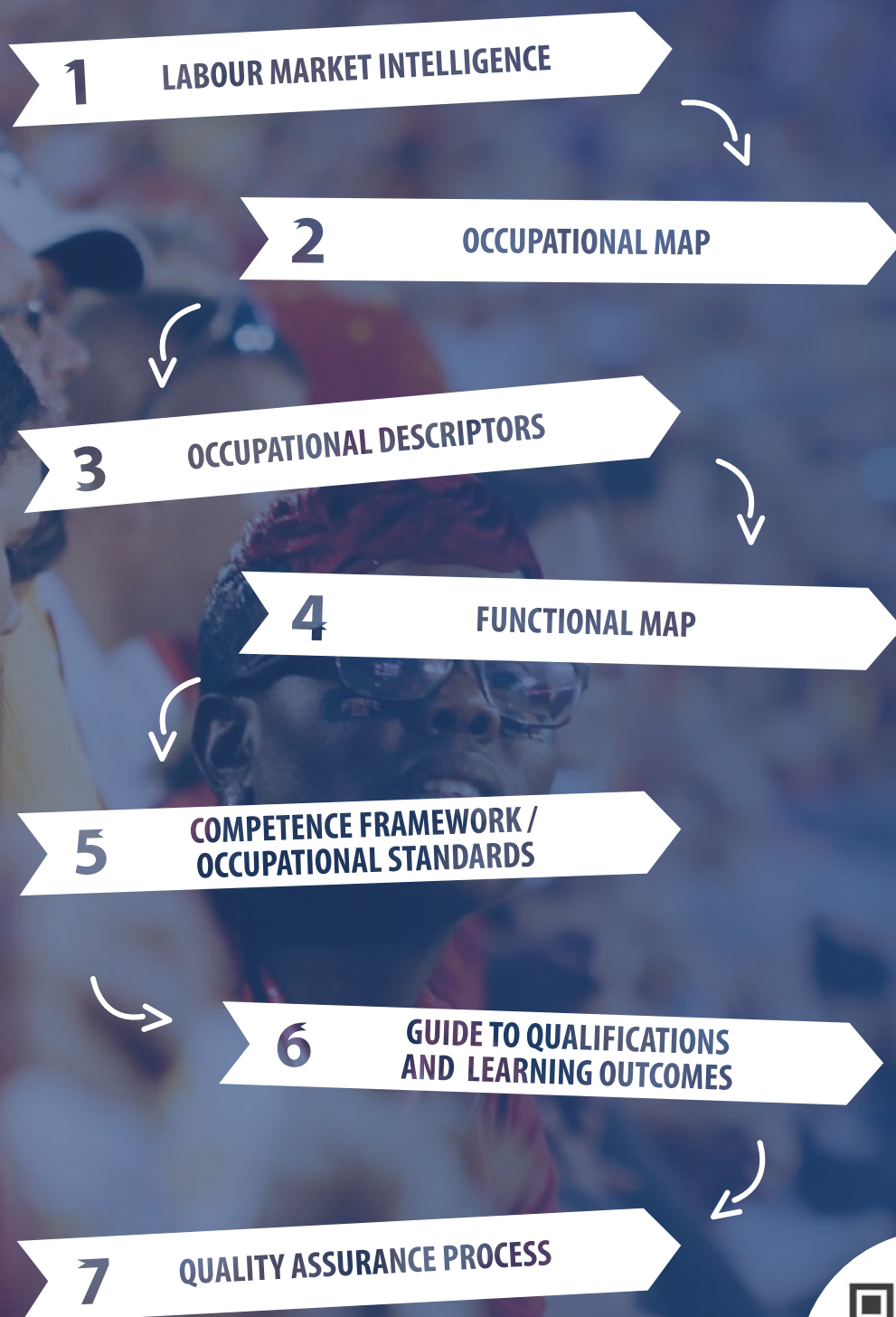
[More about the 7 Step Model on next page. ➡](#)



**ZOOM<sup>+</sup>**  
**+ ON +**

# 7STEP<sup>MODEL</sup>

LIFELONG LEARNING STRATEGY FOR SPORT





## RATIONALE

**The 7 Step Model has been mainly produced in order to:**

- ✓ Understand and anticipate realities, changes and future skills needs of the labour market;
- ✓ Organise the sector in support of the European policies and strategic initiatives especially the European Qualification Framework (EQF) and the European Credit System for Vocational Education and Training (ECVET);
- ✓ Promote a transparent and flexible education and training system with clear learning and career pathways;
- ✓ Engage main stakeholders from the sector;
- ✓ Facilitate the link between the worlds of education and employment;
- ✓ Match education and training to the needs of the labour market;
- ✓ Equip the workforce with the right skills and competences through fit-for-purpose qualifications and courses;
- ✓ Facilitate the economic growth and social impact of the sector;
- ✓ Improve the recognition of competences and qualifications;
- ✓ Support mobility, transparency and mutual trust of qualifications.



## IMPLEMENTATION

This strategy has then been tested and amended through a series of European projects and is flexible enough to be used by a wide range of stakeholders in the fields of both sport and education.

Indeed, the Model can be utilised as a set of tools and a reference point to achieve a variety of education or employment objectives and also to develop an organisation's role in the sector.

**Measures of success can be listed as follows:**

- ✓ Acknowledged as a valuable and transferable method by experts such as CEDEFOP;
- ✓ Successful delivery of a strategic programme of EU projects to implement the Model at the national level ( LLLSport, VSPORT+) and in various sub-sectors (S2A Sport – sport administration, ONSIDE – sport officiating, CHANGE – sport for development);
- ✓ Examples of uptake of 7 Step Model at a national level to implement NQF or develop a training programme;
- ✓ Use of the methodology's outcomes by European Federations and internationally (CPG in the golf sector).



## RECOGNITION

The model has been recognised by many actors in the sector as a concrete methodology able to bring together the worlds of education and employment and to ensure that vocational education, training and qualifications exist to support the development of a competent workforce through fit for purpose qualifications and training programmes.



## BENEFITS

**Should we manage to reach a point where the 7 Step Model is widely disseminated as a process for qualification reform and modernisation, then we will have developed together:**

- ✓ A framework of skills and competences to be translated into qualifications and training programmes at a national level in line with NQF/EQF;
- ✓ A common framework that supports learning mobility and transferability between countries;
- ✓ Understanding of the occupational standards and learning outcomes approach.





## EOSE AND ITS VARIOUS COMMUNICATION TOOLS

**E** OSE is using various communication channels and tools, to inform the widest ring of stakeholders of the challenges of the sector and latest EU policies, to make them aware of good practice and initiatives around skills development, and to encourage them to share experiences and transfer information.



### WEBSITE

[www.eose.org](http://www.eose.org)

**Easy access to a European resources centre** introducing the key stakeholders and their role as well as gathering the work they lead having an impact in the field of sport, education and employment.

**KEY FIGURES :** In 2021, 26 680 pages have been viewed (+35%) from 11 638 new users (+37%).

**KEY INFORMATION AVAILABLE IN 15 LANGUAGES**



### SOCIAL MEDIA

**Easy and fast browsing information** about EOSE'S activities and relevant news and articles from the sector. **Aiming to raise** the profile of EOSE and expand its sphere of influence. **Debate** with high level stakeholders.

**KEY FIGURES:** 567 followers (+18%) on LinkedIn in 2021 and 1 278 followers (+6%) on Twitter in 2021.

**TWITTER :**  
@EOSE\_skills



**LINKEDIN :**  
EOSE





## E-BULLETINS

### Every 2 months a special insight into the EOSE world:

A tool to communicate on the activities of EOSE members and partners across Europe, to inform people about latest developments and good practices, to disseminate links with key documents and highlight main events in the sector.

#### KEY FIGURES:

**6 EDITIONS** of the e-bulletin sent in 2021 to an audience of over 1 309 individual subscribers. (Average open rate 23%).



**SIGN-UP**



## PROJECT WEBSITES

A fully dedicated webpage is created for each project led by EOSE. They gather essential information such as the rationale, the partnership, the working methodology, latest news, and final outputs/deliverables.

Feel free to visit our project webpage at [www.projects.eose.org](http://www.projects.eose.org) to get further information about our latest initiatives in the area of skills development and to consult/download innovative outputs for the sector.



EOSE PROJECTS

[www.projects.eose.org](http://www.projects.eose.org)





EOS IN EUROPEAN PROJECTS





# EOSE IN EUROPEAN PROJECTS

## BACKGROUND

EOSE and the whole sport sector operate in a changing landscape, and we are convinced of the need to pursue the work towards skills development and the modernisation of education and training to equip those working or volunteering in the sector with the right competences.

The sector has a recognised and growing potential to make a significant economic, health and social impact across the EU but will only deliver this impact with a competent workforce.

This is confirmed through the EOSE mission which is *“to facilitate and support the development of the sport and physical activity sector workforce, bringing education and employment together, to ensure people working and volunteering have the appropriate skills and competences to enable the sector to fulfil its potential”*.

EOSE collaborates with its network of members and partners through ambitious transnational initiatives and projects to analyse the European and national sport labour markets, and to promote and support the

modernisation of education systems and the development of a competent paid and unpaid workforce that is essential to the success of the sector.

During the year 2021, EOSE has coordinated several EU funded projects in the sport and physical activity sector in line with its mission, with the priorities of EU policies in sport, education and employment, and with the identified needs and priorities of the sector.

Moreover, EOSE has also been actively involved as official partner in collaborative projects led by other organisations for the purpose of tackling physical inactivity, enhancing good governance and sport integrity, and exploring the use of sport to re-engage disadvantaged people.

The following pages briefly introduce these transnational EU initiatives/projects:

- Coordinated and led by EOSE
- Supported by EOSE as official partner





## ENHANCING SKILLS AND COMPETENCES IN SPORT FOR DEVELOPMENT IN EUROPE

<b>Full Title:</b>	CHANGE - "Defining skills and competences for sport to act as a tool for development of people and society in Europe"
<b>Funded under:</b>	Erasmus + Sport Chapter - Collaborative Partnership - Call 2018
<b>Duration:</b>	36 months (from 1 <sup>st</sup> January 2019 to 31 <sup>st</sup> December 2021)
<b>Project Coordinator:</b>	European Observatoire of Sport and Employment (EOSE)
<b>Partnership :</b>	9 partners from 7 countries

Sport for Development (S4D) is a powerful and growing force in the world of sport and physical activity and has been recognised by many international bodies and national governments as a force for positive change in the world tackling many social issues including gender inequality, poor mental health, crime, poverty, social exclusion, conflict, and extremism.

S4D refers to the intentional and planned use of sport to deliver a wide range of personal and social developmental goals, for example, empowerment and personal self-esteem, conflict resolution, literacy, crime reduction, employability, sustainable development and the inclusion of minority and vulnerable groups in society.

To be competent in their work, the S4D workforce composed of paid staff and volunteers needs a complex mix of sport, community, and social work skills. The field is young and growing, however, and before CHANGE no standards of practice

and few educational routes were available to its workforce. CHANGE has addressed this gap. Indeed, the 3-year CHANGE project funded through Erasmus+ Sport successfully concluded in December 2021 and had the goal to identify and define skills and competences needed by the workforce for sport to act as a tool for the development of people and society in Europe. The CHANGE partners delivered a systematic exploration of employment, education and skills in the field of sport for development.

The partners agreed to focus on two broad occupations which they believe are key to the success of S4D programmes and activities: Coordinator and Activator.

The role of Coordinator refers to senior staff who analyse a community's development needs, identify target groups, and then plan, implement and evaluate appropriate S4D programmes.

The role of Activator is about paid or volunteer staff who work

directly with the community target groups to engage them in the S4D programme and plan, facilitate and review sport-based activities to help participants achieve the development goals.

Following an extensive research phase carried out in 2019, the partnership pursued the implementation of the work programme with the development and approval of the Research Report and Occupational Map defining sport for development as an occupational sector, and the Occupational Descriptor identifying key tasks, responsibilities, skills and attributes as well as knowledge, qualifications and types of contracts for the roles of Coordinator and Activator.

The focus was then made on the production of the Functional Map for sport for development outlining all of the main functions Coordinators and Activators must be able to carry out to be competent in their job roles.

The group of partners then worked towards the develop-



Further information about the project and final outputs can be found at: [www.change-sport.eu](http://www.change-sport.eu)



[www.change-sport.eu](http://www.change-sport.eu)

ment of a detailed Competence Framework of Occupational Standards before the production and testing of a Training Handbook containing a framework of attributes, skills and knowledge (ASK) and 25 sample module outlines with learning outcomes based on the Occupational Standards.

Last but not least, the CHANGE project developed a guide for implementation, sustainability and quality assurance actions to ensure innovative project outputs are implemented going forward after the end of the funded period.

Despite the challenges of Covid, the project delivered all outputs to planned budget, schedule and quality standards, in some cases exceeding expectations.

The project was coordinated by the European Observatoire of Sport and Employment (EOSE) and brought together eight other partners including a national Sport Ministry, national and international sport for development charities, a global umbrella body for grassroots sport and physical activity, national sport bodies, and two universities who are all committed to driving the S4D sector forwards ■

#### FINAL OUTPUTS / DELIVERABLES:

- ✓ Research Report and Occupational Map for sport for development in Europe
- ✓ Occupational Descriptors for sport for development positions in Europe
- ✓ Functional Map of sport for development in Europe
- ✓ Competence Framework of Occupational Standards for Sport for Development in Europe: Good Practice Guidelines for Practitioners
- ✓ Training Handbook for sport for development in Europe: Resources for Upskilling the Workforce
- ✓ Implementation and Sustainability Plan for sport for development in Europe.

COORDINATOR:



FUNDER:



PARTNERS:





## FOCUS ON SKILLS AND WORKFORCE DEVELOPMENT IN THE SPORT AND PHYSICAL ACTIVITY SECTOR

<b>Full Title:</b>	SKILLS - "Continuing the journey towards a skilled workforce for the sport and physical activity sector in Europe"
<b>Funded under:</b>	Erasmus+ Sport Programme – Small Collaborative Partnership – Call 2019
<b>Duration:</b>	24 months (from 1 <sup>st</sup> January 2020 to 31 <sup>st</sup> December 2021)
<b>Project Coordinator:</b>	European Observatoire of Sport and Employment (EOSE)
<b>Partnership :</b>	6 partners from 6 countries

The SKILLS project, coordinated by EOSE and funded under the Erasmus+ Sport Programme as a Small Collaborative Project, ended on 31<sup>st</sup> of December 2021. SKILLS was developed as a complementary initiative and follow-up from the ESSA-Sport project ([www.essa-sport.eu](http://www.essa-sport.eu)) to ensure continuity and to keep the topic of skills development as a high priority and at the heart of the sector.

ESSA-Sport was developed as the first step of a long and challenging journey to reform and modernise training and qualifications and re-skill the workforce of paid staff and volunteers in the sport and physical activity sector. The project brought new data and knowledge to the sport sector, that have been missing for many years, through several activities of research and consultation such as a desk research focusing on collating and analysing official available statistics at both the European and the national levels.

The SKILLS project had the ambition to keep the momentum and continue developing the level of knowledge and understanding of the sport labour market and skills needs for the sport and physical activity sector.

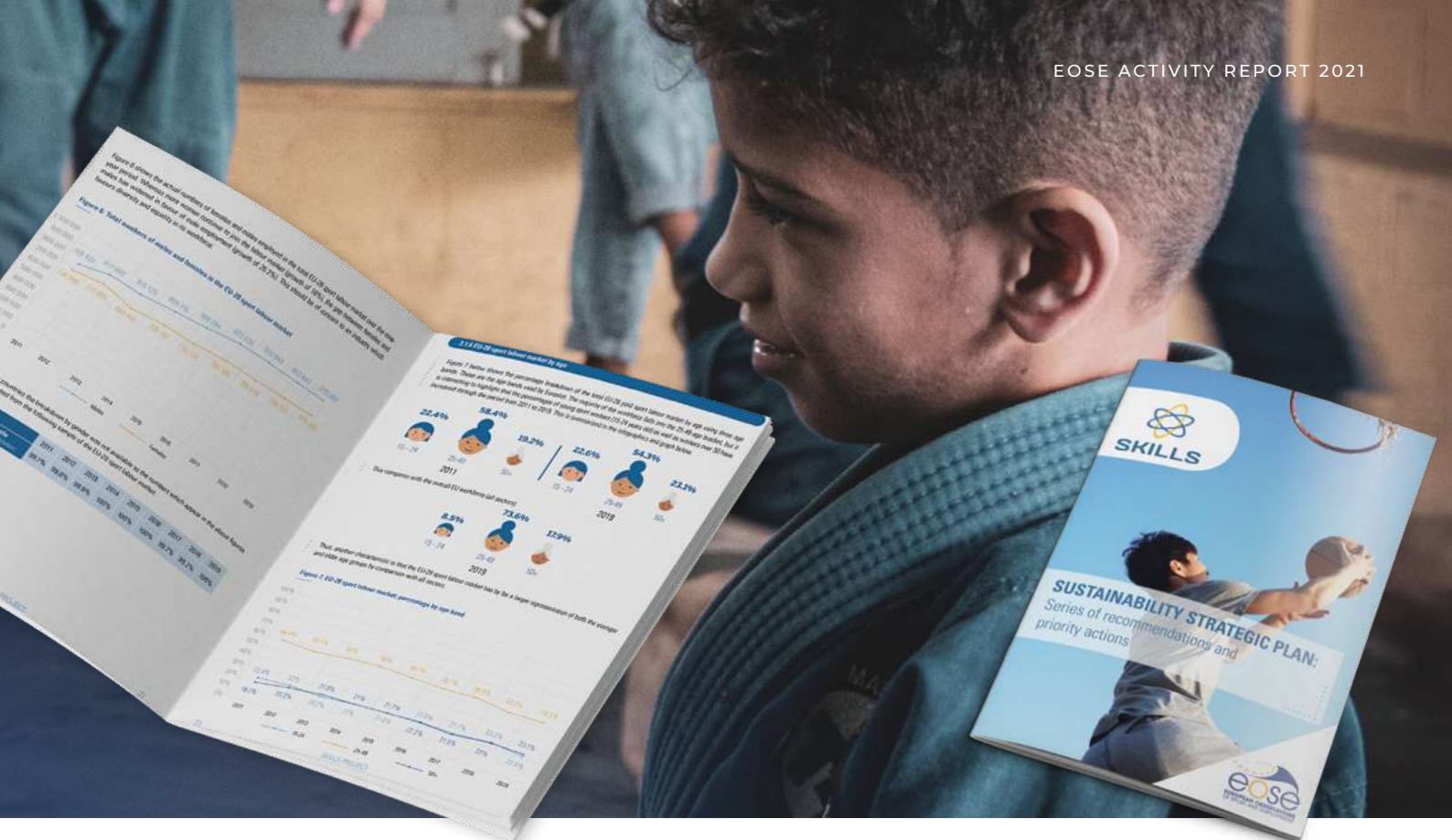
Main activities carried out through the SKILLS project included:

- Collecting and analysing available labour market statistics from Eurostat and National Statistics Offices on the size, characteristics, and tendencies of the sport labour market in Europe and in each EU Member state
- Sharing, presenting and discussing updated statistics with a particular focus on the potential impact of Covid-19 on sport employment at both the European and national level
- Designing and publishing various research material on an annual basis on the sport labour market (summary papers full of illustration and infographic):
  - An annual European Research Report presenting the sport employment data (2011-2019 and 2019-2020)
  - An annual European Fact Sheet summarises key facts using graphics, showing the trends in the sport workforce from 2011 to 2019 and the changes from 2019 to 2020
  - A series of 28 National Fact Sheets presenting all available data on the sport labour market at the national level on an annual basis.
- Developing and publishing a Compendium of selected good practice examples towards a skilled workforce for the sport and physical



Further information about the project and final outputs can be found at: [www.projects.eose.org/skills](http://www.projects.eose.org/skills)





activity sector. A series of 13 good practice examples covering a range of themes crucial to the development of the sport sector and illustrating real activities leading towards a skilled and competent workforce for the sector

- Organising and chairing a yearly European workshop gathering European sport network organisations to present latest statistics, discuss skills and workforce issues, and consult on priority actions and recommendations
- Encouraging and supporting consultation activities at both the European and national level
- Designing a Sustainability Strategic Plan with a series of concrete priority actions and recommendations to deliver other potential activities to make the impact and the success story even bigger, to keep alive the SKILLS initiative.

Under the leadership of EOSE, the consortium working together to successfully achieve the SKILLS

project gathered a selection of 6 partners from 6 different Member States having a recognised interest, experience or knowledge of sport labour market issues.

EOSE is proud of the work done through the SKILLS project despite of the challenge of the pandemic and would like to thank all partners and national members for their strong commitment and support ■

#### FINAL OUTPUTS/DELIVERABLES:

- ✓ European Research Report 2020 and 2021
- ✓ European Fact Sheet 2020 and 2021
- ✓ 28 National Fact Sheet 2020 and 2021
- ✓ Compendium of selected good practice examples towards a skilled workforce for the sport and physical activity sector
- ✓ Sustainability Strategic Plan with a series of concrete priority actions and recommendations

COORDINATOR:



FUNDER:



PARTNERS:



# ENHANCING THE SKILLS OF SPORT ADMINISTRATORS THROUGH LEARNING MOBILITY

<b>Full Title:</b>	S2A Sport Mobility - "Enhancing the skills of sport administrators through international learning mobility"
<b>Funded under:</b>	Call for proposals "Exchanges and mobility in Sport"
<b>Duration:</b>	24 months (from 1 <sup>st</sup> January 2020 until 31 <sup>st</sup> December 2021)
<b>Project Coordinator:</b>	European Observatoire of Sport and Employment (EOSE)
<b>Partnership :</b>	8 partners from 8 different countries

Sport administration functions are implemented by all those individuals, both paid staff and volunteers, who work to ensure the effective running of a sport organisation in accordance with its purpose and direction.

The ambition of the 24-month S2A Sport Mobility project which ended on 31<sup>st</sup> of December 2021, co-funded by the European Union, was to support the sector in realising its potential by enhancing the skills of sport administrators, and strengthen their future employability and personal development through learning mobility experiences.

The original work programme was designed to offer the opportunity to 40 participants from the European Union and 4 targeted countries from Western Balkans (Albania, Kosovo, Montenegro, and Republic of North Macedonia) to take part in a fit-for-purpose transnational European Course on Sport Administration to be delivered through 3 modules of 1 week duration in 3 different Western Balkans

countries. The training programme was planned to be supplemented by a tailor-made national study visit for each participant to undertake a developmental experience abroad in the sport industry.

S2A Sport Mobility was a direct response to the needs of sport organisations in the Western Balkans in relation to building the capacity of their staff and had the following objectives:

- Reduce the gap between current and required skills of sport administrators
- Invest in human capital and contribute to capacity building of sport organisations
- Enhance physical activity and health outcomes through effective sport administrators
- Create conditions to increase uptake of learning mobility
- Promote international dimension of sport and encourage transregional cooperation

The original plan was to deliver each module of the European Course in-person during a full week of training in different Western Balkan countries. All partners desperately wanted the training to take place in-person because of the importance of interpersonal contact, cultural exchanges and the informal sharing of experience, knowledge and skills.

Course delivery was originally planned for the autumn of 2020 but due to Covid restrictions in 2020 and 2021, it was postponed twice. Unfortunately, the planned national study visits had to be cancelled altogether.

A decline in cases across Europe in late summer 2021 appeared to create a window for in-person delivery in the autumn. Unfortunately, infections rose again in September 2021, and the partners very reluctantly agreed that the only option was to move the course online.

After more than two years of planning, several postponements,





and the switch to an online format due to the Covid-19 pandemic, over 40 participants from the Western Balkans and Europe successfully completed the S2A European Course on Sport Administration.

#### THE THREE MODULES OF THE COURSE:

- **Module 1:** Successful Strategy
- **Module 2:** Effective Leadership
- **Module 3:** Adapted Marketing and Communications for Sport

Over the three weeks of the course, participants took part in a range of learning activities including lectures, group work, panel discussions and guest presentations.

The Course Team, led by Kirstie Simpson from the University of Chester (UK), were delighted with the three weeks of training, and in particular with the commitment and enthusiasm of the participants who positively engaged with the learning activities throughout the online course.

Evaluation was a key component in the S2A Sport Mobility project and despite the impact of Covid and the switch to online delivery, the learners' feedback was overwhelmingly positive. Participants highly rated the organisation of the European Course, its content and the delivery of learning, and also indicated that their level of skills and knowledge had increased

significantly as a result of taking part in the Course.

The S2A Course was the third successful course EOSE has managed in sport administration in the past 7 years and it is hoped it can be a springboard to further learning mobility and courses in the future.

Thanks to all partners for their strong commitment, flexibility and support in the implementation of the work programme in such uncertain context.

A particular thank you to the Course Director, to all guest speakers and to all participants who made the European Course a great success! ■

COORDINATOR:



FUNDER:



PARTNERS:







Skills acquired through  
Volunteering in Sport

# ANALYSING AND MAKING VISIBLE THE SKILLS ACQUIRED THROUGH VOLUNTEERING IN SPORT IN EUROPE

<b>Full Title:</b>	V4V - "Analysing and making visible the skills acquired through volunteering in sport in Europe"
<b>Funded under:</b>	Erasmus+ Sport Programme - Collaborative Partnership - Call 2020
<b>Duration:</b>	36 months (from 1 <sup>st</sup> January 2021 to 31 <sup>st</sup> December 2023)
<b>Project Coordinator:</b>	European Observatoire of Sport and Employment (EOSE)
<b>Partnership :</b>	13 organisations from 12 countries

Volunteers make a huge contribution to the running and delivery of the overall sport sector and they have an important role to sustain the level of sporting activities at all levels. Sport is mainly based on volunteering and would not exist in its current form without volunteers, but their numbers are in decline.

Volunteers gain much informal learning which, if made visible, will be a powerful incentive to volunteer recruitment, ease transition into paid employment and address skill shortages.

The overall ambition of the transnational V4V initiative that has started in January 2021 is to analyse the sport volunteer workforce, to highlight the set of realities and challenges which cannot be ignored around volunteering, to improve recruitment and retention and to create an innovative online tool which showcases their skills and

competences to potential employers and education providers.

The 3-year V4V project targeted impacts are to raise the profile of sport volunteers and the skills they gain, to increase volunteer recruitment and retention, and to smooth transition from voluntary to paid employment, thereby to address skill shortages.

The V4V project is innovative in its constitution as it brings a broad range of stakeholders such as national and international sport federations, a governmental organisation responsible for sport, two sport training providers, two sport research centres and two sport European Networks with numerous contacts all over Europe and beyond, and the European Volunteer Centre (CEV).

During the first year of the project, all partners have been hard at work digging up relevant information and data

for countries, regions or sports related to volunteering in sport. In parallel, the partners have also been interviewing sport volunteers to get a better grasp of their experiences and perspectives.

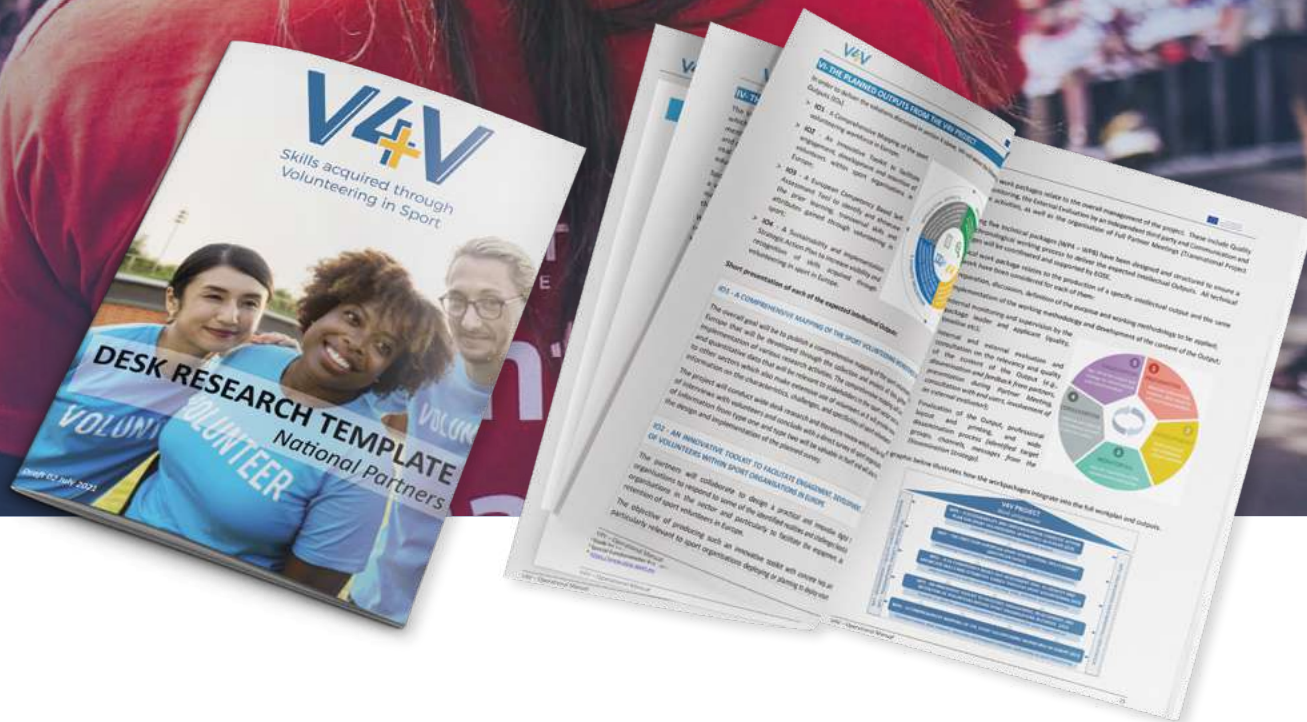
The next stage is for partners to use the research findings to devise a major survey of sport organisations across Europe to learn more about how volunteers are deployed and managed, the challenges they face in recruitment and retention and the solutions they apply.

Of particular importance will be discovering more about the volunteer skills and competences which organisations value and the formal and informal learning that takes place.

The survey will launch in 2022 and will be of interest to all stakeholders in the sport sector ■



Further information about the project can be found at: [www.v4v-sport.eu](http://www.v4v-sport.eu)



### MAIN EXPECTED OUTPUTS:

- ✓ A mapping of sport volunteer workforce including the first ever European Skills Survey on Sport Volunteering
- ✓ A toolkit for sport organisations to support volunteer recruitment, retention and management
- ✓ An online competency-based self-assessment tool for volunteers to be able to showcase their skills and competences gained through volunteering
- ✓ The first ever European Sport Volunteering Skills Summit

COORDINATOR:



FUNDER:



PARTNERS:







## EMERGING FORMS OF EMPLOYMENT IN THE SPORT SECTOR IN EUROPE

<b>Full Title:</b>	FORMS - "Emerging Forms of Employment in the Sport sector in Europe"
<b>Funded under:</b>	Erasmus+ Sport Programme – Small Collaborative Partnership - Call 2020
<b>Duration:</b>	24 months (from 1 <sup>st</sup> January 2021 to 31 <sup>st</sup> December 2022)
<b>Project Coordinator:</b>	European Observatoire de Sport and Employment (EOSE)
<b>Partnership :</b>	7 organisations from 5 countries

New forms and patterns of employment are being created in response to the growing and changing sport labour market and to address new characteristics and realities of the sector. By "*new forms of employment*", the project means the relationship between employers and employees that is different than the established 1:1 employment relationship. The traditional full time and open-ended working contract for one single employer is less and less applicable and many forms of diverse employment relationships are being adopted, including part time, temporary agency, casual contracts, and self-employment; this is particularly applicable to the sport sector.

The innovative FORMS project offers an effective way of researching and presenting these new forms and patterns of employment in sport, and provides adapted solutions for a better functioning of the sport labour market across the European Union to boost

job creation and opportunities and increase labour market participation.

The steady growth of the sport workforce up to 2019 already presented challenges in terms of skills and flexible working arrangements. The sudden potential impact of the pandemic on the sport sector clearly present new hurdles to overcome.

The 24-month FORMS project has the ambition to analyse the emerging picture, meet its challenges and have a positive impact, in particular by continuing to promote a flexible and inclusive labour market, clear career pathways with concrete job opportunities, and to seek to ensure that those working and volunteering in sport are equipped with the necessary skills and knowledge to perform in their positions through fit for purpose education.

During the first phase of the work programme, all partners have been actively involved in

the desk research and analysis of emerging forms of employment in the sport sector and other sectors in Europe. This phase underlined concrete evidence that new forms of employment were indeed emerging both in sport and in related sectors such as education, hospitality and retail with a strong potential for their transfer into sport. In some countries these were well-supported by employment law, but in others the legal environment made their adoption difficult if not impossible.

The partners have begun to prepare their national consultation roundtables planned to be arranged for the first semester of 2022. These forums will engage national key stakeholders, share the updated employment statistics for 2020, discover stakeholder needs, evaluate the new forms of employment for relevance to their national contexts, identify good practices and explore what needs to be done at organisational, regional and national levels to make them a reality ■



#### MAIN EXPECTED OUTPUTS:

- ✓ A desk research on the emerging forms of employment in the sport sector
- ✓ A Summary Paper presenting and describing the emerging forms of employment in the European sport sector
- ✓ National Consultation Round Tables on the emerging forms of employment in sport
- ✓ A Compendium of good practices and series of recommendations on the emerging forms of employment in sport

COORDINATOR:



FUNDER:



PARTNERS:







# MODERNISING EDUCATION AND TRAINING TO MEET THE CHANGING SKILLS NEEDS OF GOLF IN EUROPE

<b>Full Title:</b>	EDUGOLF - "Modernising education and training to meet the changing skills needs of golf in Europe"
<b>Funded under:</b>	Erasmus+ Sport Programme - Collaborative Partnership - Call 2020
<b>Duration:</b>	36 months (from 1 <sup>st</sup> January 2021 to 31 <sup>st</sup> December 2023)
<b>Project Coordinator:</b>	European Observatoire of Sport and Employment (EOSE)
<b>Partnership :</b>	10 organisations from 9 countries

Golf, as a major participation sport in Europe has unique attributes which can sustain participation in all segments of society and can clearly play a leading role in increasing levels of physical activity and improving both physical and mental health for all age groups. However, for golf to achieve its potential and have the maximum impact across the EU, those involved in the sport must recognise that society is changing, and the way people engage with sport, and specifically how they engage with golf, is also changing.

Building on previous successful collaboration, EOSE and the Confederation of Professional Golf (CPG) joined forces to develop the EDUGOLF project which is founded on the principle that adapting to change can revitalise the sport and allow it to meet its potential to improve the lives of individuals and society as a whole. Exploring the need

to diversify the customer base and disrupt existing assumptions about golf and the way that it is managed and coached are central to the project. Indeed, through the project it is emphasised that golf can be accessible and beneficial to all.

The focus of the 3-year EDUGOLF project is on skills development and education reform, and based on the belief that those working in golf in both paid and voluntary positions (and those wishing to do so in the future) are the key to the future of the sport.

The innovative nature and the powerful alliance of stakeholders which composes the partnership with representatives from all areas of the golf industry in Europe should ensure the development of sustainable outputs aligned with the realities and expectations of the golf industry, supported by a high level of consultation and dissemination activities.

2021 was a year of research activity in EDUGOLF with all partners being actively involved to set the project on a solid foundation of knowledge and understanding about the current situation regarding golf in Europe and consider key issues for the future of golf. This research phases included desk research and literature review to input all relevant data from their country, including new types of facilities, skills requirements, and examples of successful interventions to grow the game.

Partners are now working on the design of an online survey of national golf organisations that will be launched in 2022.

While the research report will be interesting in its own right, the main purpose and benefit is to inform the following outputs of the project ■

 Further information about the project can be found at: [www.edugolf.eu](http://www.edugolf.eu)



#### MAIN EXPECTED OUTPUTS:

- ✓ A Research report on changing realities and tendencies of the golf labour market and education requirements
- ✓ European Occupational Standards for golf
- ✓ An Education and Training Handbook for golf in Europe
- ✓ An innovative online learning to meet the changing skills needs of golf in Europe
- ✓ A sustainable Strategic Action Plan to meet the changing skills needs of golf

COORDINATOR:



TECHNICAL  
LEAD :



FUNDER:



PARTNERS:







# RAISING THE GROWTH AND PARTICIPATION OF FEMALE SPORT OFFICIALS IN EUROPE

<b>Full Title:</b>	WINS - "Raising the growth and participation of female sport officials in Europe"
<b>Funded under:</b>	Erasmus+ Sport Programme - Collaborative Partnership - Call 2020
<b>Duration:</b>	36 months (from 1 <sup>st</sup> January 2021 to 31 <sup>st</sup> December 2023)
<b>Project Coordinator:</b>	European Observatoire of Sport and Employment (EOSE)
<b>Partnership :</b>	9 organisations from 6 countries

From grassroots participation, involving ordinary European citizens at weekends, to elite international sport competitions followed by an audience of millions across the globe, sport would grind to a halt without sport officials. The message is simple: NO SPORT OFFICIALS MEANS NO SPORT.

But we also need sport officials who are representative of the wider population. Sadly, in terms of gender equality, the world of sport officiating is trailing well behind other occupations and sectors. Some progress has been made over recent years, but sport officiating is still predominantly a male preserve, a stubborn problem which defies all EU ambitions to promote gender equality in sport.

The overall aim of the WINS project is to address gender equity in sport officiating by undertaking comprehensive research into the issues affecting female sport officials and producing indispensable innovative products to support organisations who are

responsible for the recruitment and retention of female officials.

The main targeted impact of the 36-month initiative is for sport organisations to be supported and become more capable to put in place effective recruitment and retention policies for female sport officials, and ultimately an improved gender balance in sport officiating.

Led by the European Observatoire of Sport and Employment (EOSE), the project was created with the International Federation for Sport Officials (IFSO) and brings together a unique combination of 9 partners from 6 countries including 2 European sport federations, 2 national associations of sport officials, 1 national Olympic committee and 2 universities.

This is vital to ensure the development of sustainable outputs aligned with the realities and expectations of the sector, and a high level of consultation and dissemination activities organisations to take forward gender equality in sport in this key occupation/role.

The first year of the project was dedicated to a series of research activities carried out by partners and which included a wide desk research / systematic literature review, the design and launch of the first ever Europe-wide multi-sport survey of female sport officials at all levels, and the preparation for a series of interviews with administrators responsible for officiating.

The first ever Europe-wide survey of female sport officials, delivered as part of WINS, is now closed with a total of 3248 responses having been submitted from countries all over Europe and the world, and from a wide range of different sports. The survey was open from October to December 2021 and the analysis is currently ongoing.

The next phase of the research in 2022 is a series of interviews with those responsible for recruitment and retention of female sport officials in national and European sport federations ■



Further information about the project can be found at: [www.wins-sport.eu](http://www.wins-sport.eu)



### MAIN EXPECTED OUTPUTS:

- ✓ A European research report on gender and sport officiating
- ✓ A European Compendium of good practice case studies on recruitment and retention of female sport officials
- ✓ An innovative online toolkit for recruitment and retention of female sport officials
- ✓ A targeted mentoring and leadership legacy guide for female sport officials in Europe
- ✓ WINS Final Conference: Raising the growth and participation of female sport officials in Europe

COORDINATOR:



FUNDER:



PARTNERS:





# EUROPEAN PROJECTS 2021

EOSE ACTING  
AS PARTNER

**P**art of the philosophy and ambition of EOSE is to encourage, support and contribute to the development and implementation of transnational EU funded projects and collaborative initiatives led by other organisations from the sport and physical activity sector.

The principal criteria for the involvement and support of EOSE in such projects is the direct link with the overall vision of the organisation which is to deliver *“a sport and physical activity sector that fulfils its social, health and economic potential in Europe”*. The decision is also taken based on the expected responsibilities and roles given to EOSE, and the relevance to the expertise of the staff and members which made up the EOSE network.

When taking part in a project, the end goal is always to contribute to the development of the sport and physical activity sector, to expand and strengthen the current network of contacts, to learn from other partners, to exchange good practice, and to envisage continuity and further priority actions to be implemented in the sector.

 *In the following section, you will find a brief presentation of the main projects in which EOSE has been actively involved as a partner in 2021.*

EOSE is therefore acting as partner through various roles in EU funded project:

- **As an expert** – contribute to the design, development, and delivery of concrete activities in the area of education and workforce development;
- **As a multiplier** – use of its wide network and communication channels to expand the reach and impact of projects' work and initiatives through various dissemination and promotional activities;
- **As a facilitator** – bring experience in managing some of the administrative workload and organising meetings and events at all levels;
- **As an evaluator** – carry out evaluation process to assess the quality of the project activities and innovative outputs, to provide constructive feedback and to help identify potential impact and strategies towards sustainability and implementation.



## TOWARDS SAFEGUARDING THE INTEGRITY OF SPORT AND BETTER GOVERNANCE

**Full Title:** POINTS - "Single Points of Contact for Sports Integrity"  
**Funded under:** Erasmus+ Sport Programme  
**Duration:** 42 months (from 1<sup>st</sup> January 2018 to 30<sup>th</sup> June 2021)  
**Project Leader:** EOC EU Office



EU Office

COORDINATOR



Co-funded by the Erasmus+ Programme of the European Union

FUNDER

Across sport, numerous scandals related to ethical questions have been brought to light in recent years. Consequently, public opinion becomes more and more negative and public authorities increase the pressure on sport governing bodies to implement principles of good governance as well as ensuring the integrity of sport competitions.

The main objective of the POINTS Project, coordinated by the EOC EU Office and funded under the Erasmus+ Sport programme, was to help National Olympic Committees, European Federations, and National Sport Federations to safeguard the integrity of their sport(s) in the widest sense and to strengthen their governance.

The overall methodology of the project was based on the innovative and ambitious concept of "Single Points of Contact for integrity" (SPOCs) and more precisely to:

- Provide a structure and guidelines for the setting-up of SPOCs within sport organisations

- Develop educational material and tools to provide relevant training to those representatives from targeted sport organisations that will act as SPOCs
- Organise National Strategic Workshops on Sport Integrity and Good Governance to bring together sport organisations and potential SPOCs

The project gathered together a consortium composed on 11 National Olympic Committees, 3 European Federations (Volleyball, Athletics and Basketball) and 3 Knowledge Institutes (Interpol, Sport and Recreational Alliance and EOSE).

Due to the pandemic and to ensure the entire delivery of the expected work programme, the POINTS project was extended by 6 months and it entered in its final phase of activities in 2021 with the publication of two main outcomes:

1. The Guidelines and Booklet for Single Points of Contact for Integrity in Sport (SPOCs)

2. SIGGS Self-evaluation tool 2.0 for Good Governance in Sport organisation.

Moreover, the final conference of the project was organised online on 31<sup>st</sup> of May 2021 and provided an opportunity to present the main activities of the project and to encourage exchanges and discussions between stakeholders around the topic of sport integrity.

EOSE was delighted to contribute to such an ambitious and important initiative and it is now time for all partners to spread the message, disseminate the final outputs and encourage European and national sport organisations to strengthen their integrity policies and strategies ■

### EOSE ROLE AS PARTNER:

- ✓ Contribution to the development of the educational programme and material/tools
- ✓ Evaluation of the project with a focus on the innovative Training Seminars
- ✓ Dissemination and promotional activities



Further information about the project and working progress available on: [www.points-project.com](http://www.points-project.com)  
 Access the self-evaluation tool for Good Governance in sport organisation at: [pointsapp.novagov.com](http://pointsapp.novagov.com)



## AN INNOVATIVE TOOL TO ENHANCE GOOD GOVERNANCE FOR VOLUNTEER BOARD MEMBERS

**Full Title:** GreFORM - "Good Governance enhancement through e-Learning for Sport Volunteer Board Members"

**Funded under:** Erasmus+ Sport Programme

**Duration:** 48 months (from 1<sup>st</sup> January 2018 to 31<sup>st</sup> December 2021)

**Project Coordinator:** Cyprus Sport Organisation (CSO)



COORDINATOR



FUNDER

Led by the Cyprus Sport Organisation and funded by the European Commission under the Erasmus+ Sport programme, the GreFORM initiative was a transnational project which focused on the capabilities and skills of volunteers acting as Board members in sport organisations across Europe.

The main objective of this project, which has been extended by 12 months due to the pandemic, was to provide adapted solutions to enhance the level of knowledge, understanding and competencies of those volunteers particularly in the following areas of Good Governance: *Transparency, Democracy, Accountability and Responsibility*.

The consortium was composed of a mix of 10 organisations from the sport sector (e.g., Sport Council, Universities, National Sport Federations, and European Sport Networks) which successfully worked together to undertake a series of desk research and to identify good practice in terms of organisational governance in the sector. The group of partners also carried out a precise needs analysis

through consultation to be able to develop relevant training content and material.

To be relevant and useful for this specific part of the workforce (volunteers acting as Board members), the innovative training material was designed through an online platform which provides a maximum of flexibility and the widest opportunities to access the series of modules.

This electronic platform allows board members of sports organisations, especially Volunteers - in their own time - to follow a series of educational modules on Good Governance principles

(*Integrity, Accountability, Transparency, Democracy, Participation and Inclusivity*).

By providing high-quality training content through such an online platform dedicated to Volunteer Board Members, the partnership believes that the skills and confidence of these volunteers in the area of Good Governance will increase and the chance to see effective implementation of Good Governance principles in sport organisations will be enhanced.

The project is now finished and we encourage you to disseminate information about the initiative and to access the e-learning platform ■

### EOSE ROLE AS PARTNER:

- ✓ Feedback and suggestions on the development of the educational content and the e-learning platform
- ✓ Evaluation of the quality and relevancy of the e-learning platform
- ✓ Dissemination and promotional activities



Further information about the project on: [www.greform.eu](http://www.greform.eu). Access the e-learning platform at: <http://213.149.185.137:8080/moodle/>





## MAKING YOUNG PEOPLE MORE ACTIVE THROUGH A NEW CONCEPT OF VOLLEYBALL “PLAY VOLLEYBALL, GROW WITH IT!”

**Full Title:** PVGW - “Play Volleyball, grow with it”  
**Funded under:** Erasmus+ Sport Programme  
**Duration:** 3 years (from 1<sup>st</sup> January 2019 to 31<sup>st</sup> December 2021)  
**Project Leader:** European Volleyball Confederation (CEV)



COORDINATOR



FUNDER

This 3-year initiative coordinated by the European Volleyball Confederation (CEV) gathered partners from volleyball and beyond to promote volleyball at the grassroots level and implement an innovative method to introduce volleyball in schools with a focus on children between 8 to 12 years old.

The promotion of volleyball at the grassroots level has become one of the priorities set by CEV and the implementation of this project initiative under the slogan ‘*Play Volleyball, grow with it*’ can be considered as pivotal to the achievement of this strategic goal.

The main objectives of PVGW :

- Enhance physical activity among children by introducing a new concept of volleyball games at school
- Support Physical Education Teachers in facilitating the introduction of volleyball games at entry level
- Produce guidelines, training handbooks and videos and dispatch to Physical

➤ Education Teachers and Volleyball Coaches

➤ Expand volleyball community by sharing best practices

➤ Extend the initiative to other national volleyball federations.

The partnership, led by CEV, gathered four national volleyball federations (Estonia, Finland, North Macedonia and Slovakia), two sport universities (German Sport University of Cologne and Faculty of Sport Sciences of Hacettepe University in Turkey) and EOSE.

In 2020, the partnership developed and published an innovative training handbook providing a framework for any coach or teacher involved in physical education classes to successfully introduce volleyball practices with children aged between 8 and 12 years old.

A series of national workshops were then organised in 2020/2021 with the strong support of national volleyball federations to present the innovative concept to Physical Education Teachers and Volleyball Coaches, to test the content, to

collate feedback, and then to encourage teachers to use it with children at school to introduce volleyball.

Due to the pandemic, the project made some adjustments in its work programme and working methodologies but it has managed to deliver the full list of expected activities by the end of the funded period.

It is a pleasure and honour for EOSE to have been involved in such an initiative aiming to enhance physical activity among children, and provide support to Physical Education Teachers to introduce volleyball at the entry level ■

### EOSE ROLE AS PARTNER:

- ✓ Contribution to the Training Handbook
- ✓ Evaluation of the relevancy and quality of the Training Handbook
- ✓ Recommendations towards further use and implementation (sustainability)
- ✓ Dissemination and promotion



Further information about the project on: <https://inside.cev.eu/development/projects/cev-school-project/>  
 Access the Training Handbook at: <https://inside.cev.eu/media/wdnhyesv/cevschoolprojectteachershandbookmobil.pdf>



## IMPROVING THE EFFECTIVENESS OF SPORT MANAGER EDUCATION AND TRAINING



**Full Title:** DSMLE - "Developing Sports Managers and Leaders Across Europe"  
**Funded under:** Erasmus+ Sport Programme  
**Duration:** 2 years (from 1<sup>st</sup> January 2021 to 31<sup>st</sup> December 2022)  
**Project Coordinator:** Cardiff Metropolitan University



COORDINATOR



FUNDER

Forging stronger links between the worlds of education and employment is one of EOSE's primary goals and founding principles. We are delighted, therefore, to be involved as official partner in a new Erasmus+ Sport project entitled "Developing Sports Managers and Leaders Across Europe" (DSMLE) which builds directly on EOSE's recent and highly regarded ESSA-Sport project and is in line with our vision for the sector.

DSMLE is coordinated by Cardiff Metropolitan University in Wales and brings together six European Universities, a European Association and a UK professional body as well as EOSE to cooperate on innovative research into the initial education, career development and continuing professional development of sport managers in all sectors – Community Sport, Elite Sport, Public, Private, Not-for-Profit and Voluntary – across Europe. The project started in January 2021 and will conclude in December 2022.

The overall aim of DSMLE is to create a shared understanding of good practice in designing sport management qualifications, curricula and technical training through stronger collaboration

between Higher Education Institutions, training providers and sport employers.

DSMLE's specific objectives are:

1. Investigating best practice in higher education in nurturing sport management students' employability, career development, enterprise skills and intentions across the EU and with global benchmarks.
2. Measuring pre-professional sport management students' attitudes towards career intentions and career readiness, including self-assessing their current skills and competences.
3. Measuring practising frontline, middle and top managers' attitudes to career development and the effectiveness of talent development pathways, including self-assessment of their competences.
4. Investigating the career trajectories of top executive sport managers and looking specifically at how education, career choices and critical experiences shaped their path to success.
5. Developing a digital toolkit based on good practice principles for developing

learner employability through higher education and training curriculum design and delivery which matches labour market expectations.

6. Developing policy recommendations for government, federations and associations which are involved in sport employability and workforce policy formulation (local, regional and international level).

EOSE was responsible for preparing questionnaires and surveys which will be targeted at 600 sport management students and 600 practising sport managers across six European countries (Belgium, Bulgaria, France, Lithuania, Netherlands and UK). The surveys are ongoing and will be followed by a series of interviews with top executive managers in the same countries in the first quarter 2022 ■

### EOSE ROLE AS PARTNER:

- ✓ Lead partner for the field research
- ✓ Contribution to the whole work programme and outputs
- ✓ Dissemination and promotion





SOMEONE  
STANDS



## EOSE EVENTS

### BACKGROUND

Due to the pandemic and the various lockdowns and restriction to travel abroad, all national and international events organised or attended by EOSE in 2021 have been managed virtually through online software.

As with 2020, this year has been very exceptional with the pandemic situation and travel restrictions, so we had to adapt our way of working with our members and partners, and the way in which we organised transnational events.

For the second time in the history of EOSE and as it was the case in 2020, the annual General Assembly was held online and not hosted by one of the members in their country due to the ongoing health situation in Europe.

As you will see from the next pages of the report and to pursue the delivery of the expected work programme and priority actions, a high number of virtual events were arranged and attended during the year.

This includes the delivery of internal and strategic meetings such as quarterly Executive Board meetings, project meetings with partners, networking and awareness raising events such as the International Event on Skills and Education in Sport for Development (CHANGE), and knowledge and expertise sharing seminars such as the European Workshop «*Skills and workforce development challenges in the sport sector*».



# EVENTS ATTENDED OR ORGANISED BY EOSE

IN 2021 CAN BE DIVIDED INTO 3 MAIN CATEGORIES

1

INTERNAL  
ORGANISATIONAL AND  
MANAGERIAL MEETINGS

2

NETWORKING  
AND AWARENESS  
RAISING ACTIVITIES

3

KNOWLEDGE  
AND EXPERTISE  
SHARING ACTIVITIES

2021

AT A GLANCE

47

EVENTS

31

ORGANISED



## IN 2021

With the aim to increase and strengthen the recognition of EOSE and understanding of the work undertaken at the international, European and national level in the sector, as well as to actively support partner organisations, EOSE representatives regularly attend as speakers, contributors or participants in a wide range of events and workshops at different levels, fully listed in the attached timeline, some of which are highlighted below.

### DSMLE – ERASMUS+ SPORT PROJECT ON SPORT MANAGEMENT - KICK-OFF MEETING

📍 **Virtual Event** - 20<sup>th</sup>, 21<sup>st</sup> and 22<sup>nd</sup> January 2021



The ambition of this 24-month project funded by the European Union under Erasmus+ Sport and entitled *"Developing Sports Managers and Leaders Across Europe"* (DSMLE) is to develop guidelines and policy recommendations on how to plan, deliver and embed employability frameworks in higher education and other forms of education to develop

an effective and sustainable sport management workforce to run sport organisations.

Coordinated by Cardiff Metropolitan University with the support of a consortium that brings together EOSE, six European Universities, a European Association and a UK professional body, the launch of this initiative was organised online in January 2021 and gave the opportunity for partners to become familiar with the overall methodology, the work plan and their specific

role and responsibilities within the project which will conclude in December 2022.

The focus of the work programme will be to implement specific activities to create a shared understanding of good practice in designing sport management qualifications, curricula and technical training through stronger collaboration between Higher Education Institutions, training providers and sport employers ■

📖 Read more about the DSMLE project on page 57

## 2021 EVENTS TIMELINE

\*Events organised by EOSE

### JANUARY

**20<sup>th</sup> - 21<sup>st</sup> - 22<sup>nd</sup>**  
DSMLE Full Partner Meeting – *Erasmus+ Sport project on Sport Management*

**27<sup>th</sup>**  
EDUGOLF Icebreaker Partner Meeting – *Erasmus+ Sport project on skills needs in golf*

**29<sup>th</sup>**  
Paris 2024: Expert Seminar on the skills and competencies of sport volunteers

### FEBRUARY

**2<sup>nd</sup>**  
Pact for Skills Webinar – *Support for upskilling and reskilling under Erasmus+*

**9<sup>th</sup> - 11<sup>th</sup>**  
Erasmus+ Sport Projects' Coordinators Meeting

### MARCH

**3<sup>rd</sup>**  
Global Learning and Development Framework (GLDF) for anti-doping – *WADA Chairs' Meeting*

**4<sup>th</sup>**  
CHANGE Full Partner Meeting – *Erasmus+ Sport project on Sport for Development*

**16<sup>th</sup>**  
PVGW Full Partner Meeting – *Erasmus+ Sport project on Volleyball participation at school*

**23<sup>rd</sup> - 24<sup>th</sup>**  
Erasmus+ Sport Info Day 2021

**29<sup>th</sup>**  
S2A Sport Mobility Full Partner Meeting – *Erasmus+ "Pilot Project: Mobility and Exchanges in Sport"*



## WINS - ERASMUS+ SPORT PROJECT ON FEMALE SPORT OFFICIALS - KICK-OFF MEETING

📍 Virtual Event - 20<sup>th</sup> April 2021



The 20<sup>th</sup> of April 2021 saw the kick-off meeting for a new project funded under Erasmus+ Sport. The WINS project will address gender equity in officiating by researching the problems facing female sport officials and producing practical solutions which can support sport

organisations across Europe responsible for their recruitment, retention and development.

Led by the European Observatoire of Sport and Employment (EOSE), the project was created with the International Federation for Sport Officials (IFSO) and brings together a unique combination of 9 partners from 6 countries including 2 European sport federations, 2 national associations of sport officials, 1

national Olympic committee and 2 universities. At the kick-off meeting the partners focussed on the comprehensive research phase of the project which will take place over the next 12 months and will include desk research/ systematic literature review, the first ever Europe-wide, multi-sport survey of female sport officials at all levels, and interviews with administrators responsible for officiating ■

📖 Read more about the WINS project on page 50-51

## EDUGOLF - ERASMUS+ SPORT PROJECT ON SKILLS NEEDS IN GOLF - KICK-OFF MEETING

📍 Virtual Event - 27<sup>th</sup> April 2021



The European Observatoire of Sport and Employment [EOSE] and the Confederation of Professional Golf [CPG] have joined forces to develop an

innovative golf education and skills development project in partnership with eight leading organisations from the worlds of golf and education.

The focus of the 3-year EDUGOLF project will be on skills development and education reform, firmly rooted in the belief that those working in golf, in both paid and voluntary positions (and those wishing to do so in the future), are the key to the future of the sport.

At the kick-off meeting organised on the 27<sup>th</sup> of April 2021, the partners focussed on the research phase of the work programme that will include activities of desk research and a survey of national golf organisations.

The agenda of this kick-off meeting also covered expectations of the project, confirmation of the work plan, project administration and the importance of wide communication and dissemination activities from all partners ■

📖 Read more about the EDUGOLF project on page 48-49



## V4V – ERASMUS+ SPORT PROJECT ON VOLUNTEERING IN SPORT - KICK-OFF MEETING

📍 Virtual Event - 5<sup>th</sup> May 2021



The 5<sup>th</sup> of May 2021 saw the kick-off meeting for V4V, a new project funded through Erasmus+ Sport and coordinated by the European Observatoire of Sport and Employment (EOSE), with the support of 12 other expert partners from the European sport sector.

V4V aims to analyse the sport volunteer workforce, improve

recruitment and retention, and create an innovative online self-assessment tool which identifies and showcases their skills and competences to potential employers and education providers.

The kick off meeting was scheduled to take place in Portugal, but due to Covid restrictions was successfully held online. The meeting gave the chance to learn about the work of each partner organisation in sport volunteering and hear their expectations for the project.

The reasons for the project and the detailed workplan were also presented at the meeting.

Partners began to plan for a comprehensive mapping of the sport volunteering workforce in Europe; discussing the main areas to focus on during the project research activities. They suggested a range of sources to include in the desk research and discussed the interviews with volunteers and Europe-wide survey of stakeholders which will take place in the project ■

📖 Read more about the V4V project on page 44-45

## POINTS – ERASMUS+ SPORT PROJECT ON INTEGRITY & GOOD GOVERNANCE IN SPORT – FINAL CONFERENCE

📍 Virtual Event - 31<sup>st</sup> May 2021



Launched in 2018 and coordinated by the EOC EU Office, the Single Points of Contact for Sports Integrity (POINTS) project organised its online Final Conference on 31<sup>st</sup> of May 2021.

Co-funded by the European Commission through the Erasmus+ Sport Programme, the aim of the project was to help National Olympic Committees, European and national Federations to strengthen their governance

and safeguard the integrity of their sport(s).

Following an overview of the project's activities, achievements and future of the initiative delivered by EOC EU Office, a series of testimonies from POINTS project partners were given to hear personal experiences and the way the outputs of the project have impacted their daily activities and integrity strategy of their organisations.

The second part of the event was dedicated to a high-level panel discussion on the future of Integrity in Sport and the role of sport organisations. Pâquerette Girard-Zappelli,

Chief Ethics and Compliance Officer of the IOC, Olle Dahlin, President of the International Biathlon Union, and Dieter Braekveld, Integrity in Sport Training Officer Anti-Corruption Unit of INTERPOL took part in the panel discussion. The exchange centred around the main challenges for sport organisations when it comes to integrity, and the potential impact of Covid-19 on the integrity of sport.

EOSE was represented by its Executive Director, Aurélien Favre, and was delighted to be involved as official partner in such an initiative closely linked to its values ■

📖 Read more about the POINTS project on page 54

### APRIL

8<sup>th</sup>  
UK Workshop on Sport Employment Statistics and priorities for the sector

9<sup>th</sup>  
EOSE Executive Board Meeting

14<sup>th</sup>  
FORMS Full Partner Meeting – Erasmus+ Sport project on new Forms of Employment in Sport

19<sup>th</sup>  
Seminar on the European Week of Sport Beyond Borders

20<sup>th</sup>  
WINS Full Partner Meeting – Erasmus+ Sport project on Female Sport Officials

27<sup>th</sup>  
EDUGOLF Full Partner Meeting – Erasmus+ Sport project on skills needs in Golf

### MAY

5<sup>th</sup>  
V4V Full Partner Meeting – Erasmus+ Sport project on Volunteering in Sport

31<sup>st</sup>  
POINTS Final Conference – Erasmus+ Sport project on Sport Integrity

### JUNE

3<sup>rd</sup>  
S2A Sport Mobility Full Partner Meeting – Erasmus+ "Pilot Project: Mobility and Exchanges in Sport"

3<sup>rd</sup> - 4<sup>th</sup>  
Conference on Sport Diplomacy: "Can sport diplomacy contribute to building a stronger Europe in the world?"

8<sup>th</sup> - 9<sup>th</sup>  
EU Sport Forum 2021

24<sup>th</sup>  
FORMS Full Partner Meeting – Erasmus+ Sport project on new Forms of Employment in Sport



## EOSE AT A EUROPEAN CONFERENCE ON SPORT DIPLOMACY

📍 **Lisbon (Portugal) + Virtual Event** - 3<sup>rd</sup> and 4<sup>th</sup> June 2021



A European Conference entitled *"Can sport diplomacy contribute to building a stronger Europe in the world?"* was organised online on 03<sup>rd</sup> and 04<sup>th</sup> of June 2021 by

the Portuguese Presidency of the Council of the EU.

It brought together representatives from Member States, experts and key players in the field of sports diplomacy, to discuss the role of sport in the context of the EU's external relations, especially in promoting European values, human rights, peace, and contri-

buting to human development, breaking down cultural barriers and promoting the cross-sectoral dimension of sport.

EOSE was represented by its President, Thierry Zintz, who participated and acted as the moderator of the panel discussion entitled *"Sport as an instrument in EU development policy"* ■

## FORMS – ERASMUS+ SPORT PROJECT ON NEW FORMS OF EMPLOYMENT IN SPORT – FULL PARTNER MEETING

📍 **Virtual Event** - 18<sup>th</sup> October 2021



The second full partner meeting of the FORMS project was organised on 18<sup>th</sup> of October 2021. Led by EOSE, the project aims to explore emerging forms of employment in the sport sector in Europe and create a Compendium of Good Practices to help sport organisations evaluate their potential advantages and manage new employment relationships to the mutual benefit of employers,

staff and customers/participants. The purpose of the meeting was for partners to review progress in desk research and analysis of emerging forms of employment in the sport sector and other sectors in Europe. Presentations were made by partners to share and discuss their national findings.

The meeting provided some fascinating insights into the overall legal and regulatory environments for sport employment in each country, and there was also concrete evidence that new forms of employment were emerging both in sport and in related sectors such as

education, hospitality and retail with a strong potential for their transfer into sport.

Partners will now focus on the preparation for their national consultation roundtable meetings (planned for the first half of 2022) to engage national stakeholders, share latest findings, evaluate the new forms of employment for relevance to their national contexts, and explore what needs to be done at organisational, regional and national levels to make them a reality ■



📖 Read more about the FORMS project on page 46-47

## JULY

- 1<sup>st</sup>**  
EOSE Executive Board Meeting
- 7<sup>th</sup>**  
V4V Research Meeting – Erasmus+ Sport project on Volunteering in Sport
- 15<sup>th</sup>**  
SKILLS Full Partner Meeting - Erasmus+ Sport project on Sport Labour Market and Skills Development

## AUGUST

## SEPTEMBER

- 27<sup>th</sup> > 1<sup>st</sup> October**  
S2A Sport Mobility – European Course on Sport Administration (Module 1 – Successful Strategy)

## OCTOBER

- 8<sup>th</sup>**  
EOSE Executive Board Meeting
- 15<sup>th</sup>**  
V4V Full Partner Meeting – Erasmus+ Sport project on Volunteering in Sport
- 18<sup>th</sup>**  
FORMS Full Partner Meeting – Erasmus+ Sport project on new Forms of Employment in Sport
- 21<sup>st</sup>**  
Paris 2024: Expert Seminar on the skills and competencies of sport volunteers
- 25<sup>th</sup> > 29<sup>th</sup>**  
S2A Sport Mobility – European Course on Sport Administration (Module 2 – Effective Leadership)

## CHANGE – ERASMUS+ SPORT PROJECT ON SPORT FOR DEVELOPMENT – FINAL CONFERENCE

📍 Virtual Event - 24<sup>th</sup> November 2021



The CHANGE Final Conference entitled “*International Event on Skills and Education in Sport for Development*” took place as a webinar on 24<sup>th</sup> of November 2021 with 95 participants from 32 countries around the world.

The event was open to everybody with an interest in the use of sport as a tool for the development of individuals and communities.

Funded under the Erasmus+ Sport programme, the 3-year

CHANGE project aimed to define skills and competences for sport to act as a tool for the development of people and society in Europe. The innovative outputs developed interested in using the CHANGE products in the future. Participants in the event exchanged on the next steps for building the capacity of



through the funded period were presented by the project partners and it was extremely encouraging that 93% of participants in the event indicated they would be the sport for development workforce and how the results of the CHANGE project can be used to support skills development throughout the sector ■

📖 Read more about the CHANGE project on page 38-39



## WORLD RUGBY VIRTUAL TRAINING AND EDUCATION CONFERENCE

📍 Virtual Event - 1<sup>st</sup> December 2021



EOSE is always pleased to support European and international federations with their work in skills development and education. EOSE and World Rugby have worked together on several projects in recent years including the current V4V project to develop the volunteer workforce.

We were therefore delighted to be asked to present to a global

audience of rugby educators at the World Rugby Training and Education Conference which took place online on 01<sup>st</sup> of December 2021.

Director of Standards, Ben Gittus, was asked to present the two projects in the area of sport officiating which EOSE is leading, first the ONSIDE project which produced a new competency framework for sport officials across all sports covering the generic skills of officials (referees, umpires etc).

Secondly the WINS project was presented which has a focus on female sport officials and the production of practical tools for the engagement of female officials.

The presentation was totally interactive with full audience participation using the online live polling software SLIDO.

EOSE looks forward to continuing the good relationship with World Rugby and a number of other international sport federations ■



## EU WORKSHOP “SKILLS AND WORKFORCE DEVELOPMENT CHALLENGES IN THE SPORT SECTOR”

📍 Virtual Event - 8<sup>th</sup> December 2021



On the 8th of December 2021, EOSE hosted a European Workshop entitled “*Skills and workforce development challenges in the sport sector*” which gathered 11 representatives from 7 European networks active in different parts of the sport and physical activity sector.

The overall goal of the event was to share latest statistics on the size and characteristics of the sport labour market collated from Eurostat and exchange on

the main challenges and impact for sport employment.

As the statistics presented and discussed related to 2020, which was the first year of the pandemic, the event gave an opportunity to see and discuss the potential impact of Covid-19 on sport employment in Europe.

A general and sudden decrease in sport employment in Europe in 2020 following years of sustained growth was confirmed. Some categories of the sport labour market have been more impacted than others (e.g., female sport workers, youth sport workers, part timers) with significant decrease in numbers from 2019 to 2020.

The group discussed the data and the implications for the sector and its labour market, potential priority actions and recommendations, and agreed the need to continue to gather, analyse, present and debate such labour market statistics for the sport sector.

The group will meet again in 2022 when further data is available for 2021 to continue to debate employment statistics and tendencies as well as concrete policy recommendations that flow from such data ■



## NOVEMBER

**5<sup>th</sup>**  
EDUGOLF Full Partner Meeting – *Erasmus+ Sport project on skills needs in golf*

**10<sup>th</sup>**  
V4V Full Partner Meeting – *Erasmus+ Sport project on Volunteering in Sport*

**15<sup>th</sup>**  
WINS Full Partner Meeting – *Erasmus+ Sport project on Female Sport Officials*

**16<sup>th</sup>**  
Info Day Civil Society Cooperation – *Call 2022 Erasmus+*

**24<sup>th</sup>**  
CHANGE Final Conference – *Erasmus+ Sport project on Sport for Development*

**29<sup>th</sup>**  
Ukrainian conference  
*"Sustainability and Legacy in Sport: Challenges and Perspectives"*

**29<sup>th</sup> - 3<sup>rd</sup> December**  
S2A Sport Mobility – European Course on Sport Administration (Module 3 – Adapted Marketing and Communications)

## DECEMBER

**1<sup>st</sup>**  
World Rugby Training and Education Conference

**8<sup>th</sup>**  
European Workshop  
*"Skills and workforce development challenges in the sport sector"*

**9<sup>th</sup>**  
4<sup>th</sup> European Education Summit: *The Next Decade of European Education*

**13<sup>th</sup>**  
EOSE General Assembly 2021

**13<sup>th</sup>**  
EOSE Executive Board Meeting

**14<sup>th</sup>**  
EOSE Annual Members' Seminar 2021

**16<sup>th</sup>**  
SKILLS Full Partner Meeting – *Erasmus+ Sport project on Sport Labour Market and Skills Development*

**22<sup>nd</sup>**  
S2A Sport Mobility Full Partner Meeting – *Erasmus+ "Pilot Project: Mobility and Exchanges in Sport"*

## SKILLS – ERASMUS+ SPORT PROJECT ON SPORT LABOUR MARKET AND SKILLS DEVELOPMENT – FULL PARTNER MEETING

📍 Virtual Event - 16<sup>th</sup> December 2021



On the 16<sup>th</sup> of December 2021, the final partner meeting of the SKILLS project was organised to close the work programme, sign off outputs and deliverables, and discuss sustainability.

The 24-month project has been funded under Erasmus+ Sport to keep the momentum

and build on the progress made during the ESSA-Sport project in the analysis and understanding of the labour market and skill needs of the whole sport and physical activity sector.

During the meeting, latest sport employment statistics were presented with a particular focus on the variations since the start of the pandemic, and then the final versions of the research publications were presented to the group. That included a European Research Report, a European Fact Sheet, and a series of 28 national Fact Sheet summarising the main findings of the sport labour market through visuals and infographic.

EOSE and the partners confirmed the publication of the *"Compendium of selected good practice examples towards a skilled workforce for the sport and physical activity sector"* which showcases and promotes a total of 15 national case studies illustrating real activities leading towards a skilled and competent workforce for the sector.

Partners also discussed the topic of sustainability to share ideas to ensure continuity after the funded period, to deliver other potential activities to make the impact and the success story even bigger, to keep alive the SKILLS initiative. A Sustainability Plan has been developed with a series of concrete priority actions and recommendations ■

📖 Read more about the SKILLS project on page 40-41



# SEE FUNCTIONING







## EOSE FUNCTIONING

The organisational chart of EOSE and its way of functioning have evolved through the past years with the development, enlarging and widening of the scope and remit of the European civil society membership association. The increased level of activities has also been taken into consideration when reviewing the overall way of running the organisation.

The structure of the organisation, summarised through the diagram on **page 70**, has been designed to ensure the most efficient functioning and strategic lead of internal/external activities and responsibilities.

A full description of the role and mission of EOSE, the operation of the organisation, as well as the composition of its network of members, its Executive Board members and its staff team, can be found at [www.eose.org](http://www.eose.org)



# EOSE ORGANISATIONAL CHART 2021

**GENERAL ASSEMBLY = ALL EOSE MEMBERS**

ELECT

**DEFINING PRIORITIES**

REPORT ANNUALLY

**EOSE EXECUTIVE BOARD < < <**

**SET THE SCENE & DEVELOP THE STRATEGY**



Thierry Zintz  
**President**  
Past president  
from January  
2022



Kirstie Simpson  
**Secretary General**  
President  
from January  
2022



Simone Digennaro  
**Treasurer**  
Secretary General  
from January  
2022



Signe Luika  
**Member of  
the Board**



Abel Santos  
**Member of the  
Board**  
Treasurer from  
January 2022



Mark Cutajar  
**Member of the  
Board**

PROVIDE GUIDANCE  
& VISION

> > >

**EOSE SECRETARIAT**

REPORT  
QUARTERLY

**TURN STRATEGY INTO ACTION**



Aurélien Favre  
**Executive Director**



Ben Gittus  
**Director of Standards**



Geoff Carroll  
**Director of Skills  
Development**



Thibault Pardon  
**Project Officer Until  
September 2021**

**DELIVER A PROGRAMME  
OF ACTIONS SERVING**



**EOSE NETWORK OF MEMBERS & PARTNERS**

# MEMBER ORGANISATIONS

EOSE is an independent not-for-profit membership organisation and all activities carried out are strongly supported, linked and based on the quality, expertise and involvement of its members and collaborators/partners from all EU member states and beyond.

EOSE and its members are working together to support European nations and the sports movement and its associations that wish to embark on skills and workforce development in a strategic and structured way

and to advance new thinking in the role of sport in society.

All members are committed to the development of the entire sport and physical activity sector and have a specific motivation and interest in the topics of skills and workforce development, quality education and vocational training systems, and the modernisation of the link between education and employment.

The EOSE membership gathers a wide variety of stakeholders

from all relevant geographical levels and sectors (ministries, sport and education authorities, sport federations, training providers) with varied competences and recognised as expert bodies for skills and employment issues in their countries. The membership is increasing every year and it is extremely encouraging to underline a current coverage of 25 EU countries as shown in the table below. Members are a central part of the organisation and the goal is to try to involve them in relevant activities and European

projects/studies linked to their expertise and interest.

EOSE members are at the heart of the organisation, therefore the General Assembly and Annual Members Seminar are not only considered as statutory meetings but as a key asset to create dynamism and interaction within the organisation, share new knowledge, encourage exchanges of good practice, strengthen the network, and discuss priority actions for both EOSE and the sport and physical activity sector.

Belgium	Flemish Office for Employment in Sport (Sportwerk Vlaanderen)
Belgium	Université Catholique de Louvain (UCLouvain)
Bulgaria	National Sports Academy (NSA)
Croatia	Croatian Association for Sport Management (CASM)
Cyprus	University of Nicosia (UNIC)
Denmark	Sports Hub Denmark
Estonia	Foundation of Sports Education & Information
Finland	Sport Institute of Finland (SIF)
France	Analysis Institute on Education and Employment in Sport (GAREF)
Germany	University of Applied Sciences for Sport and Management Potsdam (FHSMMP)
Greece	Hellenic General Secretariat of Sport, Ministry of Culture and Sports (SGS)
Hungary	The Hungarian University of Sports Science
Ireland	Institute of Technology Tralee (ITT)
Italy	University of Cassino and Southern Lazio (UNICAS)
Latvia	Latvian Academy of Sport Education (LASE)
Lithuania	Mykolas Romeris University (MRU)

Luxembourg	International University of Health, Exercise and Sports (LUNEX)
Malta	Sport Malta
Netherlands	Employer Organisation in Sport (WOS)
Poland	Institute of Sport National Research Institute
Portugal	Portuguese Institute of Sport and Youth (IPDJ)
Portugal	Rio Maior School of Sport (ESDRM)
Romania	National Institute for Sport Research (NISR)
Slovenia	Sports Union of Slovenia (SUS)
Spain	General Council of Physical Education and Sports (COLEF)
Spain	Technical University of Madrid (UPM)
Sweden	Arbetsgivaralliansen
UK	Cardiff Metropolitan University
UK	EOSE Services
UK	Leeds Beckett University (LBU)
UK	Observatory for Sport in Scotland (OSS)
UK	University of Chester (UoC)



# EOSE GENERAL ASSEMBLY AND MEMBERS' SEMINAR 2021

## Strategic development of EOSE and consultation with members on main priorities

📍 Virtual Event - 13<sup>th</sup> and 14<sup>th</sup> December 2021

The 13<sup>th</sup> and 14<sup>th</sup> of December 2021 saw EOSE members gather for the EOSE General Assembly and Annual Members' Seminar 2021. Unfortunately, for the second year running, the event had to be held online due to the current pandemic situation. The virtual event gathered 32 participants from 24 different countries.

### >> EOSE GENERAL ASSEMBLY 2021

The General Assembly began with a welcome from EOSE's President, Professor Thierry Zintz who celebrated the Observatoire's achievements over the past 12 months and commended the efforts of members and staff during such a difficult period for the sport sector. His address was tinged with a note of sadness since, as expected, he announced that after 10 years of dedicated service, he intended to stand down and that the Executive Board would select a new President later that day.

### POLICY CONTEXT

Ben Gittus, Director of Standards, then gave a presentation on the current EU Policy Context, providing insights into the EU Work Plan for Sport 2021-2024, the European Education Area, the new Erasmus+ Programme, the European Year of Youth 2022 and the opportunities for sport. He concluded by outlining EOSE's Strategic Development Plan 2021-2023, including the vision, mission and goals, and explained how these align with EU policy priorities, especially in the areas of employment and skills, education and training, the youth agenda and sport policy. Ben went on to summarise the proposed work programme for 2021 with four key areas of activity: Research, Development, Consultation and Dissemination, and Delivery and Implementation.

### ACTIVITY REPORT

Aurélien Favre, Executive Director, then took the Assembly through a comprehensive activity report for 2021, selecting examples of how EOSE is contributing to EU policy objectives through researching and analysing the EU sport sector labour force, the role of volunteering, the golf industry and new forms of employment in the sector with an emphasis on the impact of Covid. He also touched on the successful conclusion of the ONSIDE project which produced occupational standards and training resources for sport officials, and the delivery of three one-week training modules to young sport administrators in the Western Balkans. A highlight of the year was the final conference of the CHANGE project – developing occupational standards and a detailed Training Handbook for staff and organisations working in the field of Sport for Development – which brought together 95 participants from over 30 countries world-wide.

The activity report concluded with a brief presentation from Geoff Carroll, Director of Skills Development, who described EOSE's work with the World Anti-Doping Agency (WADA) in 2020 – 2021, supporting the agency's Global Learning and Development Framework (GLDF) through a survey of its global workforce and the development of professional standards and training programmes for five key anti-doping roles in the industry.

### FINANCE

The official business continued with a detailed report from Aurélien and Simone Digennaro, EOSE Treasurer, which confirmed a healthy financial situation.

### EXECUTIVE BOARD ELECTIONS

The General Assembly concluded with Executive Board Elections. Members

reluctantly accepted the withdrawal of Thierry Zintz as President, expressing their heartfelt gratitude for his 10 years of dedicated service, and they supported his continuing membership of the Board as ex-President. Having considered the preceding nomination process, members validated the reappointment of three Board members, Abel Santos (Portugal), Mark Cutajar (Malta) and Simone Digennaro (Italy) whose mandates were coming to an end.

The General Assembly was followed by a closed meeting of the Executive Board. This meeting discussed the role of President and unanimously agreed that the Presidency should pass to Mrs Kirstie Simpson, Deputy Dean and Associate Professor at the University of Chester Business School who has a long and honourable involvement in the sport sector particularly in the fields of municipal sport development, volunteering and learning mobility. Kirstie's election as President left a vacancy as Secretary General. Mr Simone Digennaro, Senior Researcher at the University of Cassino and Southern Lazio, kindly agreed to accept this role, and Mr Abel Santos, Professor of Human Resources Management at the Sport Sciences School of Rio Maior, volunteered to take over Simone's previous role as Treasurer.

### MEMBER INTERACTIONS

Throughout each agenda item, member interactions were reinforced by stimulating Q&A sessions and the use of online polling which gave everyone ample opportunity to register their views, preferences and priorities. All-in-all, members voiced their appreciation for the strategic leadership of the Board and the efforts of the staff and expressed satisfaction with their achievements in 2021 and planning for the future.

## >> EOSE MEMBERS' SEMINAR 2021

The EOSE Members' Seminar on 14<sup>th</sup> December 2021 provided an opportunity to celebrate our projects, share research findings and exchange ideas and opinions amongst the members. Perhaps inevitably, this year's hot topic was once again the impact of COVID on the sector and its workforce.

Members received a presentation from Aurélien Favre on the findings from EOSE's collation and analysis of European sport labour market data for 2011-2020 working in close collaboration with Eurostat and national statistics offices.

Aurélien presented the following main findings:

- Despite 21.2% growth from 2011 to 2019, total sport employment in the EU-28 fell by 3.7% between 2019 and 2020
- Sport employment has been significantly more affected compared to employment across all economic sectors (-1.25%)
- The groups where the drop in employment from 2019 to 2020 was largest included female workers (-5.9%), young sport workers under-25s (-7.9%), young female sport

workers (-17.5%), those with no or low educational attainment (-18.3%) and part-time workers (-6.2%)

- The only group to show an increase was the self-employed (+6.7%).

Overall, the members acknowledged the value of the statistics and their potential for formulating strategic responses to the current emergency both at European and national levels.

Through the whole Seminar, there were a number of online polls with the members to get their opinions and suggestions on some specific issues, and a concluding discussion was moderated by Geoff Carroll, EOSE Director of Skills Development.

All of the seminar members strongly felt that EOSE should have a role to play in recovery from the pandemic:

- Continue the research and analysis of statistics
- Find ways to promote the importance of the sector at the national and European level, using the current statistics as evidence
- Carry out broader dissemination and consultations on the findings

- Share examples of good practice in COVID resilience
- Connect with employers and higher education.

Two particular proposals were well received and will be further explored:

- Carry out a similar Employer Skills Survey to the one done in 2018 under the ESSA-Sport project, with a particular focus on new skills requirements as a result of the pandemic
- Design an initiative specifically for youth which could be a practical legacy project from 2022 European Year of Youth.

EOSE members look forward to the 2022 work programme and hope the General Assembly and Members' Seminar 2022 can take place in person.

Following a wrap up session made by Geoff Carroll, EOSE Executive Director, Aurélien Favre, closed the event and wished all EOSE members a Merry Christmas and a healthy and successful 2022.

## EOSE EXECUTIVE BOARD MEETINGS

### Ensuring the leadership and strategic development of the organisation

A total of four virtual Board meetings were organised during the year and gathered Board Members, EOSE Executive Director, and EOSE Director of Standards.

📍 **Virtual Event** - 9<sup>th</sup> April / 1<sup>st</sup> July / 8<sup>th</sup> October / 13<sup>th</sup> December 2021

EOSE is led by its Executive Board composed of the President, Treasurer, Secretary General, and three additional Board Members. The Strategic Development Plan and annual work programme are delivered by the EOSE permanent staff under the responsibility of the Executive Director.

During Executive Board meetings, detailed financial updates are presented, progress

towards current EU projects and international contracts given, potential opportunities for future work and collaboration discussed, participation at events/ conferences decided, and strategic decisions on the development of the organisation taken.

Board Members can be charged with representing EOSE at European events, workshops and expert groups, and

ensure a strong and efficient relationship with key partners and decision makers.

They also provide strategic input to increase efficiency within the organisation, receiving regular up-dates of the state of achievement of the work undertaken by EOSE and being reactive to manage any obstacles and difficulties.



# BECOMING A MEMBER OR A WORK PARTNER



**E**OSE is an international civil society organisation working towards the development of the sport and physical activity sector. Expert in EU policies and tools, in building bridges between the worlds of education and employment and in analysing the realities and tendencies of the labour market, EOSE aims to ensure the development of a competent workforce with the right skills for the sector.

The EOSE membership structure was revised in 2017 to simplify the different categories and it now offers the possibility for any interested national and European organisation as well as individual experts from the sport and physical activity sector in Europe to apply and be involved within the association as an official member. The membership structure is now divided into two categories:

- Full Members
- Honorary Members



## FULL MEMBERS ARE MADE UP OF:

1

### NATIONAL EXPERT ORGANISATIONS

Independent and not-for-profit organisations willing to contribute to the work of EOSE, demonstrating an expertise in the field and some strong connections with national stakeholders.

2

### INTERNATIONAL/EUROPEAN ORGANISATIONS

Organisations having signed a Memorandum of Understanding (MoU) with EOSE, and demonstrating expertise and interest in skills and workforce development for the sector.

3

### INDIVIDUALS

Recognised experts in the areas related to EOSE Vision and Mission and willing to act as national point of contact.

## WHY BECOME A MEMBER?

1

Get access to a wide network and database

2

Increase your influence while being member of a recognised stakeholder at EU level

3

Receive the latest news from the sector and updates on EU policies

4

Benefit from a prime access to EOSE EU-funded projects

5

Build upon EOSE recognised expertise in project management

# CONTACT US



Each organisation wishing to become an EOSE Member should first send an expression of interest to the Secretariat:



BY EMAIL

[eosesec@eose.org](mailto:eosesec@eose.org)



BY POST

EOSE Secretariat, 1 Grande rue  
des Feuillants, 69001 Lyon, France

Our end goal is to facilitate or provide a catalyst for skills development initiatives in the sport and physical activity sector.

**EVEN IF YOU DO NOT SEE YOURSELF AS A MEMBER,**  
*WE ARE STILL LOOKING FORWARD TO HEARING FROM YOU!*

In addition to the work we lead with our Members, we are also running activities and projects with and on behalf of work partners.

*KEEP IN MIND THAT EOSE IS WORKING TO PROVIDE A RANGE OF SERVICES  
AND ACTIVITIES BASED ON THEIR COMBINED EXPERTISE.*

**THEREFORE LET'S EXCHANGE &  
EXPLORE TOGETHER**  
HOW WE COULD COLLABORATE!

6

Get tailor-made  
information on  
potential EU  
funding

7

Contribute to the  
development of a  
structured approach  
anticipate the  
sector's needs

8

Be involved in  
data collection  
and collaborative  
publications

9

Take part  
in sector  
development and  
support our work

10

Contribute to  
shaping EOSE's  
future while  
making your voice  
heard at the GA





# TESTIMONIALS





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## FROM SUPPORTERS, BENEFICIARIES AND MEMBERS

**“** We were looking for an experience partner in the sphere of the EU funded projects and EOSE more than delivered. They managed to analyze the educational outputs from the “PVGW” project in a clear and transparent way giving us guidance for the next steps we need to take. We saw an immediate increase in the usage of the outputs within the next 6 months after applying the modifications EOSE suggested. They took the time to understand what are our needs and the ones from our affiliated partners, the feedback from everyone involved was more than great. We wholeheartedly recommend EOSE to everyone we know and we are looking forward continuing our fruitful cooperation.”

**Vuk Karanovic**, Head of Development Department,  
European Volleyball Confederation (CEV)

**“** The dedicated and professional staff at EOSE, and the structured way they operate, give us real in-depth information on the sporting workforces in Europe, which then informs future development of our own product, as well as the production of project specific toolkits which all sports can utilise. We are delighted to keep on working with EOSE as we can see the benefits of the partnership, not only for us, but for our member unions and their players, coaches, medics, officials, and administrators.”

**Jock Peggie**, Head of Education, Laws and Compliance, World Rugby

**“** WADA is currently engaging with EOSE to support the development of their new Global Learning and Development Framework. With EOSE's many years of expertise in workforce development, professional or occupational standards creation within the sport sector, their experience and insight is adding value to our work. We also respect the independent view that the EOSE staff bring and their contribution has been professional and extremely supportive.”

**Amanda Hudson**, Education Director, the World Anti-Doping Agency (WADA)

**“** The last project we undertook with EOSE, Golf Stand, had a positive impact on golf education and the skills development of golf professionals. This is why we were delighted to join forces again in 2021 to embark on the EDUGOLF project together to update and develop new standards and modernise education for golf professionals. We appreciate the project management of EOSE and the EOSE 7 Step Model which provides a structure for the standards and training material we need to reform golf education.”

**Ian Randell**, Chief Executive, Confederation of Professional Golf (CPG)

**“** Following the ONSIDE project to develop the skills of sport officials, we are delighted to be working again with EOSE on the WINS project to raise the growth and participation of female sport officials. The work carried out jointly with EOSE is of great intensity and is supporting a big leap forward for the whole of the European sports refereeing body. This incredible progression is due to the immense professionalism of EOSE employees, their listening skills, as well as their analytical skills. It is a pleasure and an honour to work with such professionals.”

**Patrick Vajda**, President, International Federation for Sports Officials (IFSO)

“Truly grateful to be a part of EOSE. Very warm and authentic energy. The connection, sharing, being and knowing one another is a genuine value. The learning and networking opportunities that EOSE provides are immensely beneficial. It is a well-run organization that provides members with the best experience possible by bringing them together to work on specific project or share knowledge and best practices. It has been a privilege to be part for so many years!”

**Cristina Matos Almeida**, Senior officer, Training and Qualification Department,  
Portuguese Institute of Sports and Youth (IPDJ)

“As Chief Executive Officer at SportMalta with a vast background in sport, as an athlete, as a sport journalist and as an administrator, having an active role at the European Observatoire of Sport and Employment (EOSE), both as an Executive Board Director and as Partner on several projects is enriching and beneficial both for the entity which I lead and on a personal level. Being part of EOSE, enables an organisation to work towards common goals through a network with the same interest, that is sport with its various elements. EOSE offers access to an international network in the field of sport, leading further success.”

**Mark Cutajar**, Chief Executive Officer, SportMalta

“As a member of EOSE, LUNEX University develops close connections with European partners and together we aim at a better recognition of the sport sector in Luxembourg and Europe. This is achieved under the strong leadership of EOSE which regularly update its members on the latest policies and figures on the development of the sector. LUNEX is also very pleased to take an active role in contributing to European projects led by EOSE, the latest in date on unveiling the new forms of employment in sport which reveals future trends of the sport sector.”

**Mathieu Winand**, Professor and Head of Department International Sports Management,  
LUNEX University, Luxembourg

“Our membership of EOSE since 2009 has supported various endeavors of the university and has also served national projects, such as the development of national qualification framework (HuQF). The EOSE 7 Step Model builds on the involvement of the relevant stakeholders and strengthens the link between the worlds of education and employment. Employment and skills related research on the paid and volunteer sport workforce also significantly contributes to knowledge about the sports sector.”

**Szilvia Perényi**, Associate Professor Sports Management Department,  
**Judit Farkas**, Quality Assurance and Accreditation Officer, The Hungarian University of Sports Science

“I emphasise the high impact of the outputs of the projects developed by EOSE. In the last year, more markedly, projects such as SKILLS, CHANGE, WINS, S2A Sport Mobility, FORMS, following ESSA-Sport project, had a very high impact on the activity of members, on their relationship with national partners, specifically of the sport sector, with the public organizations responsible for sport, national statistical systems and with a more global scope with different structures of EU sport. The innovation in the themes, the methodologies, the collection and processing of the relevant statistical information, the technical and pedagogical quality and the value they brought with new knowledge to the sports system was very relevant, and have to be underlined.”

**Abel Santos**, Full Professor, Sport Sciences School of Rio Maior (ESDRM), Portugal

“EOSE is establishing itself as an international leader advocating the importance of workforce planning and development in the sport and physical activity sector across Europe. The recent ESSA-Sport project has drawn attention to long term workforce planning issues by analysing and forecasting workforce supply and demand. I have valued the opportunity to contribute to this work and, with the support of EOSE, I have secured ERASMUS+ funding to explore some of the issues highlighted in ESSA-Sport through the project Developing Sports Managers and Leaders Across Europe. This project will aim to support sport and physical activity organisations to recruit, develop, and retain the employees it needs for the future”.

**Steven Osborne**, Principal Lecturer in Sport Management, Cardiff School of Sport & Health Sciences,  
Cardiff Metropolitan University (Wales)





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