



ANNUAL ACTIVITY REPORT 2020







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EOSE VISION



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

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 PRESIDENT'S FOREWORD



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Dear Members, Partners and Friends,

As President of EOSE, I am delighted to introduce our Annual Report which outlines the main activities carried out in 2020 and future priorities for EOSE and the whole sport and physical activity sector.

The work programme 2020 has been implemented in a very particular context as this year has seen a sudden, unexpected and severe pandemic starting in March 2020. The whole society all over the world has been directly impacted by Covid-19 including our sport and physical activity sector.

Despite the realities and significant challenges caused by the virus and its impact on the sport and physical activity sector, I am proud to confirm that our organisation has reviewed and adapted its working processes and was able to successfully implement the entire expected annual work programme for the year. All ongoing transnational projects

and internal activities of the organisation have been successfully pursued and delivered.

This would not have been possible without the flexibility and enthusiasm of our members and partners which are located at the heart of the organisation so I would like to express a sincere thank you to all of you for your ongoing support.

EOSE and the whole sector operates in a changing landscape, which includes the ongoing Covid-19 situation and recovery, climate change, digitalisation and social issues such as those brought to the forefront by the Black Lives Matter movement and challenges to the sector to increase diversity.

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.

The ongoing work to analyse the size, characteristics and tendencies of the sport labour market, and activities towards the upskilling/reskilling of the sector workforce of paid staff and volunteers, will remain our priorities for years ahead.

This is included in our new Strategic Development Plan 2021-2023 which was presented and validated during our General

Assembly in December 2020 and is aligned with the priorities of EU policies and tools such as the new EU Work Plan for Sport 2021-2024, the European Skills Agenda and the new Erasmus+ Programme 2021-2027.

I cannot forget to congratulate our staff members at EOSE who carried out amazing work this year and submitted no less than 4 successful transnational applications under the Erasmus+ Sport call 2020 that will start early 2021. This support for our work is extremely encouraging and positive to pursue our mission and contribute to the development of our sector.

I would like to conclude my foreword thanking Vilma Čingienė from Mykolas Romeris University (MRU, Lithuania), who has decided to step down as Executive Board member after a period of 6 years of service, for her dedication and strong commitment to EOSE. I extend a warm welcome to Signe Luika (LASE, Latvia) who was elected as Executive Board member during the General Assembly and look forward to continued work with Kirstie Simpson (University of Chester, UK) who was re-elected for a new mandate of 2 years.

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

Thierry Zintz
EOSE President

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

From EOSE Executive Director



Dear Members, Partners and Friends,

As Executive Director of EOSE, I would like to thank you for your active support and contribution to our ambitious work programme towards skills and workforce development, the development of our organisation, and the identification of tendencies and priority actions for our sport and physical activity sector.

Having such a wide network bringing various types of stakeholders from so many different countries with a recognised knowledge and expertise is a strong added value for our civil society organisation. The journey towards skills development and the modernisation of education and training in our sector is still long and

challenging, but I am convinced that we should all be proud of the work carried so far.

Our Annual Report is developed and published at the end of a year which none of us could have expected, with the Covid-19 pandemic affecting the lives of everyone in Europe and across the world in many different ways. Since March, the whole of 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, schools and universities...

It is very complicated or even impossible at this stage to assess the full impact of Covid-19 on the overall European labour market (all sectors) as the official statistics for the full year will be made available in 2021, but Eurostat has already published some first findings that I found interesting and would like to share with you.

The rate of employment in EU-28 which was the highest ever in December 2019 with 73.1% of the

total population aged between 15 to 64 years old being in employment, declined by 1.1 percentage points during the second quarter of 2020. That represents the strongest decline of employment ever recorded in EU-28 since 2000. We have checked the overall situation for each of the 28 Member States and the decline of employment is consistent between countries.

The EU-28 rate of unemployment for all sectors was 6.5% in January 2020 and rose to 7.6% in October 2020 which means a significant increase of 1.1 percentage point or an equivalent to +16.9%.

Young people aged under 25 years old are the most impacted so far with an unemployment rate growing by 2.4 percentage points from 14.7% in January 2020 to 17.5% in October 2020; that represents an increase of 17.4% in the first 10 months of the year 2020.

Also, female workers appear to be significantly impacted by the first consequences of Covid-19 on employment as the rate of unemployment has increased by 1.2 percentage points from 6.8% in January 2020 to 8% in October 2020.



That represents an increase of 17.6% of the rate of unemployment for female workers.

A large majority of governments have provided significant financial support to employers to encourage them to keep their current workforce and cover a part of their employment costs so we can reasonably expect that the impact on employment will continue and will even be worse in the next months.

The sport and physical activity sector has 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 and continues to be strongly affected by the pandemic and I would like to share with you some first findings and tendencies collated from Eurostat on the impact of Covid-19 on the European sport labour market.

Data for quarter 1 and quarter 2 of the year 2020 have been analysed

and it appears that the EU-28 total sport employment has declined by 1.4%. Female workers, part timers and youth aged under 25 years old seem to be the ones having been the most impacted by the pandemic during this period.

Indeed, looking at the overall EU-28 sport labour market, we can highlight a decrease of 16% of youth aged under 25 years old, a decrease of 8.2% of part timers and 4% of female workers. In terms of professional status, the proportion of self-employed has significantly increased (+8.6%).

These statistics need to be considered carefully but they underline some first tendencies of the situation. The data for the second part of the year 2020 will be made available by summer 2021 and will be carefully analysed by EOSE to get the full picture of the impact of the pandemic on sport employment.

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, create concrete impact and encourage collaborations through the sector.

We all have a key role in this process and I would like to thank you once again for your support and contribution to make it possible. 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.

Let's continue the journey together!

Aurélien Favre
EOSE Executive Director

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 15 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

2020

Sustainable organisation with membership in 25 EU Member states, 4 new successful Erasmus+ applications, 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.

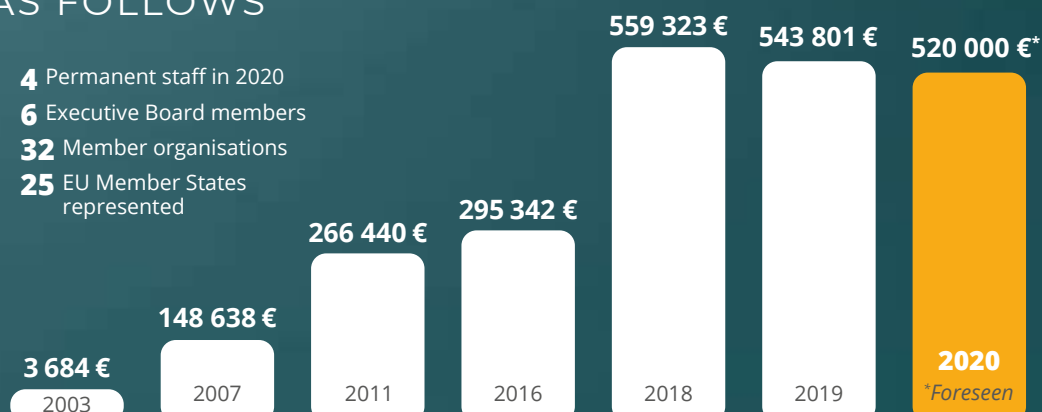
Without being exhaustive, the sport sector is recognised as having the potential:

- ✓ 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.

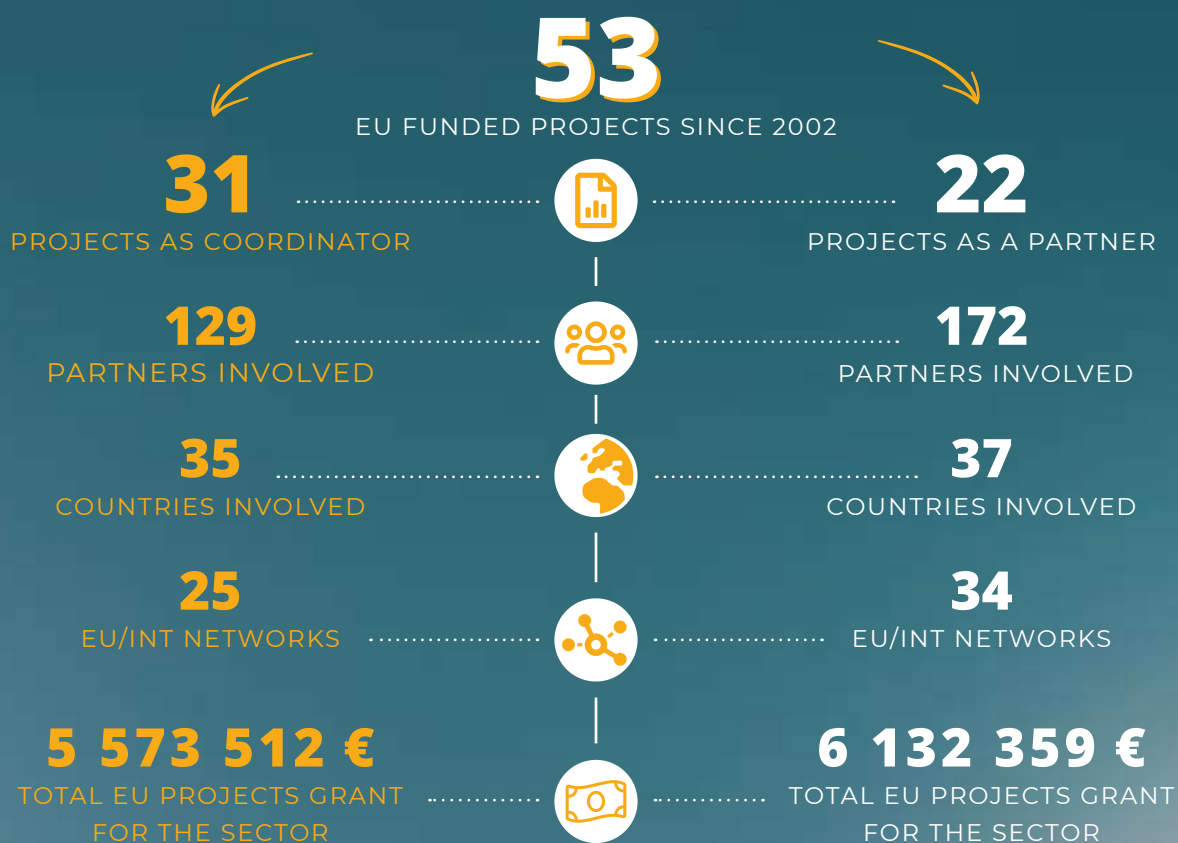
TO CONDUCT ITS ACTIVITIES, EOSE ASSETS ARE AS FOLLOWS



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 2020

32 ORGANISATIONS | **25** COUNTRIES



BELGIUM



BELGIUM



BULGARIA



CROATIA



CYPRUS



DENMARK



ESTONIA



FINLAND



FRANCE



GERMANY



GREECE



HUNGARY



IRELAND



ITALY



ITALY



LATVIA



LITHUANIA



LUXEMBOURG



MALTA



NETHERLANDS



POLAND



PORTUGAL



PORTUGAL



ROMANIA



SLOVENIA



SPAIN



SWEDEN



UK



UK



UK



UK



UK

PARTNER ORGANISATIONS



SUPPORTED BY



EOS E HIGHLIGHTS



A high-angle, close-up photograph of a tennis racket and a tennis ball on a reddish-brown clay court. The racket is positioned diagonally from the top left, with its head pointing towards the center. The strings are clearly visible. A single yellow tennis ball sits on the court surface below the racket. The lighting creates strong shadows, emphasizing the texture of the clay and the frame of the racket.

EOSE

HIGHLIGHTS

IN BRIEF

Despite the realities and significant challenges caused by the pandemic since March 2020, EOSE has reviewed and adapted its working processes 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.

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

- The ESSA-Sport project concluded at the end of the year 2019 but its main final outputs were published and actively dispatched during the year 2020;
- To keep the momentum created by ESSA-Sport, new knowledge and statistics on the European and national sport labour markets have been collated, analysed and published this year;
- December 2020 saw the end of a transnational initiative on sport officiating (ONside) aiming to explore and define the generic competences, skills and knowledge expected of sport officials.

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!



ESSA-SPORT
Improving the Supply of Skills to the Sector

A SERIES OF PUBLICATIONS ON SKILLS NEEDS, REALITIES AND PRIORITIES FOR THE SECTOR

The 3-year ESSA-Sport initiative, funded under the Erasmus+ Programme and coordinated by EOSE, provided a unique opportunity to bring the whole sport and physical activity sector together for the first time to focus on skills and workforce development and more specifically to investigate, analyse and understand the realities and challenges of the sport labour market at both the European and national level.

The ambition of the initiative was to create a major consultation with main stakeholders to identify priority actions and recommendations to modernise and help ensure education, training and qualifications are in line with the skills needed in employment by paid staff and the huge army of volunteers.

ESSA-Sport was implemented by a consortium of 18 national and 5 European

level partners and was designed to lay the foundations for the change process required to improve the link between the expectations from the labour market and the content of the training offer.

A series of final outputs has been published and we encourage you to read through them at www.essa-sport.eu

EUROPEAN REPORT ON SKILLS NEEDS IDENTIFICATION:

Situation, trends, perspectives and priorities for the sport and physical activity sector

The European Report was developed by taking into consideration contributions from National Coordinators, inputs from consultations and results from the research activities at both the European and national levels. It presents the main findings collated and analysed through the ESSA-Sport project at the European level.

THE AIMS OF THE EUROPEAN REPORT ARE:

- To describe sport and education systems across the European Union
- To present new knowledge gathered for the sector in terms of employment and skills
- To propose concrete conclusions and recommendations/priority actions for implementation at the European level





28 NATIONAL REPORTS

National Reports have been developed to gather results from research activities (such as the statistics collated at the national level but also the national results of the first Employer Skills Survey for the Sport and Physical Activity Sector) and findings from the consultation led by national coordinators.

Moreover, these reports include a specific priority action plan and set of priority actions to be implemented to face the identified challenges.

NATIONAL REPORTS ARE AVAILABLE FOR THE FOLLOWING COUNTRIES:



**DOWNLOAD ALL FINAL OUTPUTS
OF ESSA-SPORT ON
WWW.ESSA-SPORT.EU/RESOURCES**

LATEST STATISTICS ON THE EUROPEAN SPORT AND PHYSICAL ACTIVITY LABOUR MARKET

ESSA-Sport responded to a direct need expressed by the sector and 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 SKILLS project can be considered as a direct follow-up of ESSA-Sport to ensure continuity and maintain the momentum in researching, networking, implementing actions and improving skills in the sport sector in Europe.

Funded by the European Commission under the Erasmus+ Sport programme (small collaborative partnership), the 24-month SKILLS project aims to continue developing the level of knowledge and understanding of the sport labour market and skills needs for the sector in Europe.

We believe that a proper understanding of the size, characteristics and tendencies of the labour market is the basis to reskill/upskill the workforce with fit-for-purpose training in line with the needs and expectations of 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 2019. These statistics

have been received, extrapolated, analysed and are now summarised in this short article.

In line with the statistical definition presented on the next page of the report, statistics highlighted that in 2019 the total number of people working in paid employment in the sport sector in the EU-28 was 1 789 958 which represented 0.79% of the overall European labour market (all sectors).

The sector shows a significant growth rate of +20.9% since 2011 as 1 480 733 people were involved as paid employees in the sector at that time.

It is reasonable to think that these numbers are still underestimated and do not capture the whole picture of the sector as it does not include volunteers and unpaid staff for instance but it is the best information from available sources about the sport labour market.

The full breakdown and analysis of the sport labour market in 2019 can be found within the recently published European and national fact sheets available and downloadable at projects.eose.org/skills.

In 2019, if we look at the evolution since 2011, it is interesting to underline that the gap between females and males has widened in favour of male employment.

Moreover, the majority of the workforce falls into the 25-49 age bracket but it is interesting to highlight that the percentages of young sport workers (15- 24 years old) as well as workers over 50 have increased through the period from 2011 to 2019.

In addition, SKILLS project findings revealed that the proportion of sport workers with low education has decreased whereas the percentage of those with high education level has increased.

Regarding the type of contracts and employment, the sport sector engages a higher number of workers who are either part-time or self-employed compared to the European workforce as a whole (all sectors) and there has been very little change in that respect over the last nine years.

Official statistics for the entire year 2020 will be made available during the next year but we are able to share with you on **page 6** some preliminary findings concerning the impact of Covid-19 on the sport and physical activity labour market. Statistics for the first semester of the year 2020 have been collated and analysed and it appears that the EU-28 total sport employment has declined by 1.4%. Female workers, part timers and youth aged under 25 years old seem to be the ones having been the most impacted by the pandemic during this period.



www.projects.eose.org/skills

THE STATISTICAL DEFINITION USED BY THE SKILLS PROJECT



		ACTIVITIES NACE CODES	
		93.1 NACE	OTHER NACE CODES
OCCUPATIONS ISCO CODES	342 ISCO	II	I
	OTHER ISCO CODE	III	

The statistical definition used by the SKILLS project can be summarised as follows:

- **Box I** = Persons having a sport and fitness occupation (ISCO 342*) in an organisation whose main business is the provision of sport (NACE 93.1**), e.g. professional athletes, coaches
- **Box II** = Persons having a sport and fitness occupation (ISCO 342) in an organisation whose main business is **not** the provision of sport (Other NACE codes), e.g. a fitness instructor working in a hotel
- **Box III** = Persons having a non-sport and fitness occupation (Other ISCO codes) in an organisation whose main business is the provision of sport (NACE 93.1), e.g. managers, catering staff, administration staff, receptionists

The addition of the 3 boxes I + II + III provides the total employment for the sport and physical activity sector based on our statistical definition (= the sport labour market).

* ISCO - "The international standard classification of occupations". ISCO divides jobs into 10 major groups of occupations and sport specific occupations are listed under ISCO3 Technicians and associate professionals and more precisely under the sub-group ISCO 342 Sport and Fitness Workers (3421 - Athletes and Sports Players; 3422 - Sports Coaches, Instructors and Officials; 3423 - Fitness and Recreation Instructors and Programme Leaders).

** NACE - "Statistical classification of economic activities in the European Community". NACE is a basically four-digit classification providing the framework for collecting and presenting a large range of reliable and comparable statistical data according to economic activity. The codes under NACE 93.1 (Sport activities) define the organisations whose main business is the provision of sport (93.11 Operation of sports facilities; 93.12 Activities of sport clubs; 93.13 Fitness facilities; 93.19 Other sports activities).



SUCCESSFUL CONCLUSION TO THE ONSIDE PROJECT TO ENHANCE THE SKILLS OF SPORT OFFICIALS IN EUROPE

NO SPORT OFFICIALS = NO SPORT

Elsewhere in this report we have described the ONSIDE project which was completed in December 2020 and had the main aim to enhance the skills of sport officials in Europe.

This was the first multi-sport EU project in sport officiating, breaking new ground for the sector.

As the final year of the project, 2020 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 in sport officiating from across the European sport sector.

Cross-sport collaboration was one of the many highlights and successes of the project and demonstrated what can be achieved by sports working together.

We can describe four other highlights and key achievements from the ONSIDE project in 2020.

1. NEW OCCUPATIONAL STANDARDS FOR SPORT OFFICIATING

Having in place an agreed competency framework and set of occupational standards can help with the recognition of sport officiating as a vital area of the overall sport sector. The innovative new occupational standards for sport officiating developed through the ONSIDE project are made up of generic (not sport specific) competences, performance criteria, skills and knowledge necessary to perform as a Sport Official across all sports in Europe. The standards were developed under the four key areas of Personal Competency Development, Relationships, Competition and Information.

There are many uses of occupational standards and one of the main ones is to inform education and training programmes. The Handbook of Training Modules and e-learning courses developed during ONSIDE fully map to the standards. We are proud to report the successful completion and publication of all of the ONSIDE outputs, with many of them translated in to French.

 Further information on pages 32-33 or at: www.onside-sport.eu



www.onside-sport.eu

2. FINAL CONFERENCE

The ONSIDE project ended with the organisation of an International Event on Sport Officiating, held online on 20 November 2020, which attracted 250 participants from 39 countries in Europe and beyond. The event was jointly organised with the International Federation for Sports Officials (IFSO) and was a highlight of the project bringing together so many people to learn about the ONSIDE outputs and take part in an interactive webinar session. This event will be repeated in future years.

3. LEGACY PARTNER

The ONSIDE partners have already provided examples of how they have used the ONSIDE outputs in their own work to develop sport officials and have also disseminated the outputs widely across the sector.

EOSE considers sustainability and legacy issues for all of its projects and we are delighted to report that for the first time a dedicated “legacy partner” was selected during the ONSIDE project to support the ongoing exploitation of results after the project finishes. The International Federation for Sports Officials (IFSO) was developed during the ONSIDE project with ONSIDE partners playing a leading role in its development. IFSO will act as the ONSIDE legacy partner hosting and promoting the outputs in to the future.

4. FOLLOW UP PROJECT - WINS

While the ONSIDE project ended in December 2020 the journey to develop the area of sport officials continues. EOSE, working with IFSO and several of the ONSIDE partners made a new successful application for Erasmus+ Sport funding and this resulted in the WINS project, beginning in January 2021 with the aim to raise the growth and participation of female sport officials in Europe. Gender equality in sport officiating has been identified as a key strand of work by IFSO, and EOSE is delighted to facilitate this new project and continue the programme of ground-breaking projects in this vital part of the overall sport sector.

EOS EXPERTISE





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
2018-2020

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"



RATIONALE: BUILDING UPON EXISTING OPPORTUNITIES BY LINKING WITH EU POLICIES AND TOOLS

EUROPEAN POLICIES: EUROPE 2020 STRATEGY

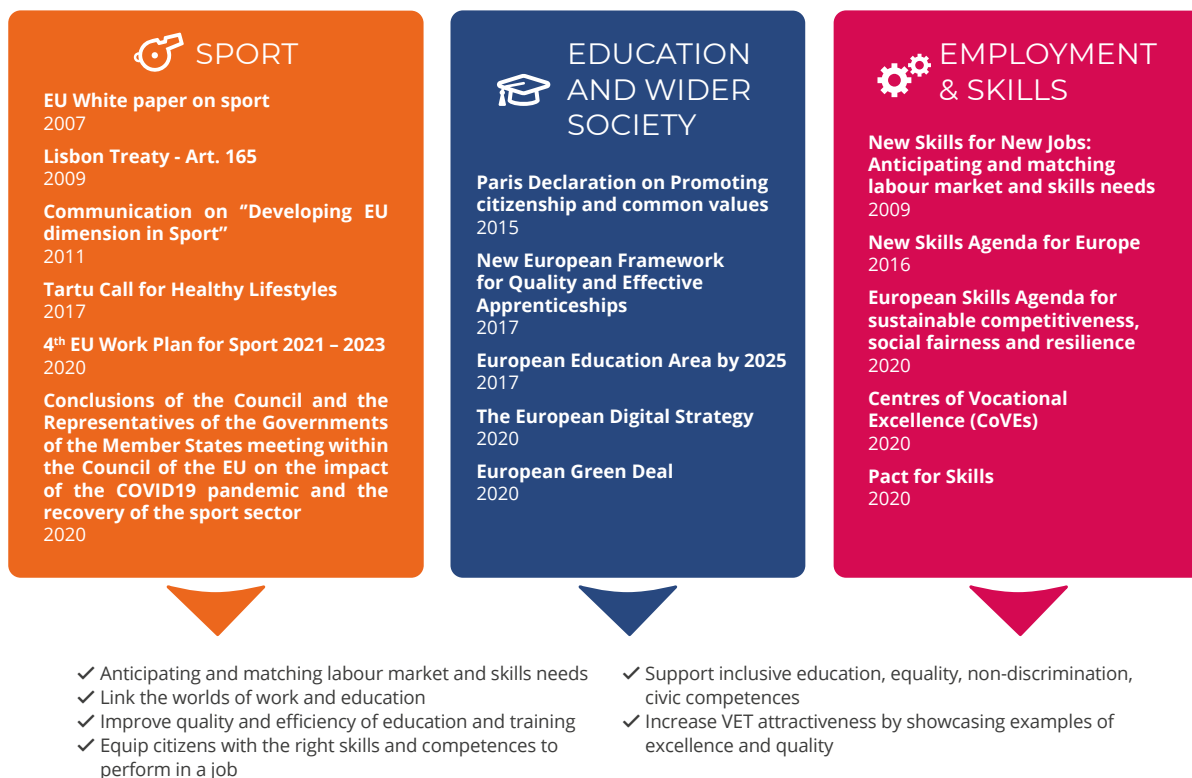


Figure 1:
European
Policies
targeted
through
EOSE work

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. Most recently the role of sport in the recovery from the Covid-19 pandemic has been highlighted as a priority for the near future when Europe is opened up again to both elite sport and mass participation sporting events. The role of sport in health, particularly supporting mental health of participants, can make an important contribution as Europe emerges from the greatest health crisis of recent times.

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 eighteen 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 24*).

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 through two current projects in sport officiating and sport for development. Key organisations in the European golf industry implemented the model from 2010 to 2012 and will repeat the

exercise in a new project from 2021 to 2023.

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+
+ ON +

7STEP^{MODEL}

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 (LLSport, 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

EOSE 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

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 2020, 19 774 pages have been viewed from 8 499 new users.

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: 480 followers (+14%) on LinkedIn in 2020 and 1 202 followers (+9%) on Twitter in 2020.

TWITTER :
@EOSE_skills



LINKEDIN :
EOSE



YOUTUBE : EOSE
SkillsDevelopment





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 2020 to an audience of over 1 281 individual subscribers. (Average open rate 22.5%).



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 methodology and all outcomes.

Feel free to visit our project webpage to take a look at our tools and project deliverables!



ONSIDE
PROJECT

www.onside-sport.eu

S2A SPORT MOBILITY
PROJECT

SKILLS
PROJECT

projects.eose.org

EOSE
PROJECTS

CHANGE
PROJECT

www.change-sport.eu

EOSE IN EUROPEAN PROJECTS



EOSE IN EUROPEAN PROJECTS

IN BRIEF

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 2020, 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 developed and submitted a total of 4 successful transnational applications under the Erasmus+ Sport call 2020 that will start early 2021.

Last but not least, 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
- Submitted in 2020 but starting in 2021
- Supported by EOSE as official partner



A TRANSNATIONAL INITIATIVE TO ENHANCE THE SKILLS OF SPORT OFFICIALS IN EUROPE

Full Title:	ONSIDE - "Innovative education to enhance the skills of Sport Officials in Europe"
Funded under:	Erasmus + Sport Chapter - Collaborative Partnership - Call 2017
Duration:	36 months (from 1 st January 2018 to 31 st December 2020)
Project Coordinator:	EOSE (European Observatoire de Sport and Employment)
Partnership :	11 partners from 9 countries

Sport officials are known by a variety of titles (e.g. umpires, referees, judges), but whatever they are called, organised sport cannot exist without them. They enable participants to compete within the spirit of the sport through the impartial application of the rules/laws and ethics of the sport.

The majority of sport officials work on a voluntary basis or only receive a nominal fee for their services, yet these are the people who keep almost all competitions, from grassroots participation to elite level performance, happening all year round.

The simple message is '**NO SPORT OFFICIAL = NO SPORT**' and that applies everywhere in the sector.

The fundamental work which sport officials do in keeping

sporting events going, week by week and year by year, has generally been overlooked, undervalued and sometimes harshly and unfairly criticised by competitors, coaches and spectators.

In many sports, their training and development can focus too narrowly on the technical aspects of their sport at the expense of broader competences such as communication, teamwork, conflict management and continuous improvement.

Under the leadership of EOSE, the ONSIDE project brought together key stakeholders from the world of sport officiating to explore and define, for the first time at the EU level, the generic competences, skills and knowledge expected of sport officials – covering all sports and nations.

The 3-year project which ended on 31st December 2020 used the Lifelong Learning Strategy for Sport, also known as the 7 Step Model, and implemented the following activities:

- Conducting and disseminating reliable and valid research to underpin European sector-wide activity in the area of sport officiating;
- Boosting the profile of sport officiating to all key stakeholders in the world of sport;
- Encouraging networking so that officials in different sports can learn from each other;
- Defining the generic skills, knowledge and competences of sport officials, which are common across all sports and nations;



Further information about the project and final outputs can be found at: www.onside-sport.eu



MAIN OUTPUTS:

- ✓ Occupational Map for Sport Officiating in Europe
- ✓ Occupational Descriptor for Sport Officials in Europe
- ✓ Functional Map for Sport Officials in Europe
- ✓ Occupational Standards for Sport Officials in Europe
- ✓ Handbook of Training Modules for Sport Officials in Europe
- ✓ Innovative E-Learning Courses for Sport Officials
- ✓ Guide for Sustainability and Quality Assurance Strategies

www.onside-sport.eu

➤ Promoting education in the area of sport officiating and proposing new training pathways and development opportunities for sport officials to enhance their skills through innovative learning methods, including e-learning modules.

The partners worked together in 2020 to develop a Handbook of Training Modules containing 13 generic module outlines (i.e., not sport specific) and learning outcomes based on the occupational standards and knowledge requirements. Other

tasks were the design of an innovative e-learning platform for sport officials in Europe from the handbook of training and pilot seminars to test the content.

The ONSIDE project ended with the organisation of an International Event on Sport Officiating, held online on 11 November 2020, which attracted 250 participants from 39 countries in Europe and beyond.

EOSE and the ONSIDE partners are particularly proud that their efforts have helped establish

the International Federation for Sports Officials (IFSO, www.ifso.sport), founded in March 2019. It is the first global membership organisation whose aim is to enhance officiating across all sports and nations.

The ONSIDE partners agreed that IFSO is the perfect vehicle to continue to promote the project's outputs to member organisations and the international sport sector on a sustainable basis. It was unanimously agreed, therefore, that IFSO should become the ONSIDE 'Legacy Partner' ●

COORDINATOR:



FUNDER:



PARTNERS:





ENHANCING SKILLS IN SPORT FOR DEVELOPMENT IN EUROPE

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

Sport has the power to bring about positive change in communities and society, while for individuals, sport can enhance personal and social development, employability, health, and reengagement in education.

The twin themes of the CHANGE project are societal and human development through sport. The CHANGE project is undertaking a systematic exploration of employment, education and skills in the sport for development sector. CHANGE attempts to foster a common understanding of the skills challenges in sport for development as well as piloting education and exploring entry and progression routes for individuals working in this field.

CHANGE is implementing the innovative 7 Step Model for workforce and skills development. This will result in

the identification and definition of skills and competences needed for sport for development roles. A Training Programme Handbook will also be produced to inform education in the sector.

CHANGE is a three-year project running from January 2019 to December 2021 and is funded through the Erasmus+ programme of the European Union.

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 Occupational Map defining sport for development as an occupational sector, and the Occupational Descriptor for sport for development identifying key tasks, responsibilities, skills and attributes as well as knowledge, qualifications and types of

contracts for the roles of sport for development coordinator and activator.

The focus was then made on the production of the Functional Map for sport for development which provides a complete breakdown of functions and work activities related to the roles of coordinator and activator.

During the last virtual meeting of the year in December 2020, the group of partners worked towards the development of detailed occupational standards before the production and testing of innovative educational products in 2021 to support training and development in the sector.

Despite the complicated and unexpected health situation caused by the pandemic in 2020, all partners have been active and committed to the work programme so the CHANGE project is on track with no deviations or delays ●



Follow the project on the dedicated website www.change-sport.eu and Twitter account @change_sport_eu



www.change-sport.eu



THE OVERALL AIMS OF THE PROJECT ARE TO :

- ✓ To inform policy and strategy in sport through defining the size, scope, potential and roles of sport for development in Europe, and the range of outcomes for communities and individuals it can achieve;
- ✓ To define the skills and competences needed by the key change makers – the coordinators and activators - in sport for development in order to meet the new role for sport in social and human development;
- ✓ To provide an opportunity to share knowledge and good practice and collaborate across the sport for development sector with all relevant actors;
- ✓ To upskill the sport workforce through innovative education and training to develop the skills to meet the new roles expected of sport for development.

COORDINATOR:



FUNDER:



PARTNERS:





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

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

2020 saw the launch of a new transnational project which has the ambition to analyse and promote skills and workforce development in the European sport sector.

The SKILLS project, coordinated by EOSE and funded under Erasmus+ Sport Programme as a Small Collaborative Project, has been built as a complementary initiative and follow-up from the ESSA-Sport project (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 has 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 sector.

Main activities of this project include:

- Analysis of labour market statistics and sharing of updated statistics on the size, characteristics and tendencies of the sport labour market in Europe and in each EU Member state (this will be particularly interesting to see the impact of Covid-19 on sport employment);

- Monitoring the implementation of national strategic action plans from the ESSA-Sport project;

- Identification and raising awareness of the realities and trends of the sector in terms of skills needs and challenges;

- Consultation activities at both the European and national level, and collation of best practice examples of national actions to develop the sport workforce;

- Promotion, dialogue and networking on the topic of skills and workforce development.

During the year, the partnership has been successful in collating available statistics from Eurostat about the sport labour market at both the European and national level for the year 2019 and first semester 2020,



www.projects.eose.org/skills

to carry out the analysis, and to produce an annual fact sheet with key findings and visuals.

Individual exchanges were organised with each EOSE national member to discuss latest national sport labour market statistics as well as to monitor the implementation of their national Strategic Action Plan to identify case studies in skills and workforce development.

Last but not least, a European Consultation Workshop entitled *"Skills and workforce development challenges in the sport sector"* was organised in December 2020 and attended by eight European networks active in different parts of the sport and physical activity sector. This event gave the opportunity to share latest statistics on the sport labour market and exchange on main challenges for sport employment.

The consortium working together to achieve the SKILLS project brings a selection of 6 partners from 6 different Member States having a recognised interest, experience or knowledge of sport labour market issues.

EOSE looks forward to pursuing the collaboration with the partners in 2021 ●

MAIN EXPECTED OUTPUTS:

- ✓ A yearly summary fact sheet on the sport labour market in Europe (European and national levels)
- ✓ A summary paper with visuals on skills needs and challenges expressed by sport employers
- ✓ A Compendium of selected good practice examples towards a skilled workforce for the sector
- ✓ An annual workshop gathering European Sport organisations to discuss skills and workforce issues

COORDINATOR:



FUNDER:



PARTNERS:





ENHANCING THE SKILLS OF SPORT ADMINISTRATORS THROUGH INTERNATIONAL LEARNING MOBILITY

Full Title:	S2A Sport Mobility - "Enhancing the skills of sport administrators through international learning mobility"
Funded under:	Call for proposals "Exchanges and mobility in Sport"
Duration:	24 months (from 1 st January 2020 until 31 st December 2021)
Project Coordinator:	EOSE (European Observatoire of Sport and Employment)
Partnership :	8 partners from 8 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, co-funded by the European Union, is 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 work programme has been 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 training programme on sport administration that will

be delivered through 3 modules of 1 week duration in 3 different Western Balkans countries.

The training programme will be supplemented by a 4-day tailor-made national study visit for each participant to undertake a developmental experience abroad in the sport industry.

The expected impact is to enhance the skills of the participants, to strengthen their future employability and personal development, to enlarge their network, to contribute to capacity building of their organisations and the development of sport in the EU and the Western Balkans.

Hosted by the National Olympic Committee of Kosovo in Pristina, the kick off meeting was organised in February 2020 to ensure partners are familiar with the overall methodology, the work plan and their specific role and responsibilities within the project.

The partners debated key concepts of sport administration and learning mobility to ensure a common understanding and worked together to underline the main priorities and start the development of the content of the innovative training programme in sport administration.

The content of the European Course on Sport Administration was further developed during the year through a series of virtual meetings organised instead of face-to-face meetings due to the pandemic and the partners agreed to include a series of 3 modules covering the areas of strategy, leadership and marketing/communications.

Each module is designed to cover specific learning outcomes over 5 days of delivery with specific case studies and examples from different sporting organisations included to bring theoretical perspectives to life.



Further information about the project can be found at: projects.eose.org/project/s2a-sport-mobility-2/



projects.eose.org/project/s2a-sport-mobility

Due to the high level of uncertainty and restrictions all over Europe as a result of the Covid-19 pandemic, it was judged impossible to launch a call for candidates and gather a group of 40 participants during 3 full weeks in autumn 2020 or early 2021 so the work plan and the organisation of the modules have not proceeded as planned so far. In order to give another

chance to deliver the face-to-face training, it has been agreed in consultation with partners and the European Commission to postpone the delivery to August/September/October 2021 which will be followed by the expected national study visits.

The group of partners will carefully check the situation early

2021 and if the health situation is still uncertain with continuing lockdowns and travel restrictions, it might be decided to deliver the European Course on Sport Administration virtually as an online course instead of face-to-face. The final decision will be taken early April 2021 by the group of partners ●

THE OVERALL AIMS OF THE PROJECT ARE TO:

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

COORDINATOR:



FUNDER:



PARTNERS:





NEW INITIATIVES FOR 2021

V4V

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

Full Title:	V4V - "Analysing and making visible the skills acquired through volunteering in sport in Europe"
Funded under:	Erasmus+ Sport Programme - Collaborative Partnership - Call 2020
Duration:	36 months (from 1 st January 2021 to 31 st December 2023)
Project Coordinator:	EOSE (European Observatoire of Sport and Employment)
Partnership:	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 will start in January 2021 will be 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 will be 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 addressing skill shortages.

The V4V project is innovative in its constitution as it will bring 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).

This consortium of 13 partners is unique and should ensure that the innovative outputs are developed in line with the realities and expectations of the sector ●



Further information about the project can be found at: www.projects.eose.org/project/v4v



MAIN EXPECTED OUTPUTS:

- ✓ A Mapping of sport volunteer workforce
- ✓ A Toolkit for volunteer recruitment, retention and management
- ✓ An Online Competency-Based Self-Assessment Tool so volunteers can showcase skills and competences gained through volunteering
- ✓ The first ever European Sport Volunteering Skills Summit

COORDINATOR:



FUNDER:



PARTNERS:





NEW INITIATIVES FOR 2021

FORMS

EMERGING FORMS OF EMPLOYMENT IN THE SPORT SECTOR IN EUROPE

Full Title:	FORMS - <i>"Emerging Forms of Employment in the sport sector in Europe"</i>
Funded under:	Erasmus+ Sport Programme – Small Collaborative Partnership - Call 2020
Duration:	24 months (from 1 st January 2021 to 31 st December 2022)
Project Coordinator:	EOSE (European Observatoire of Sport and Employment)
Partnership:	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 will offer an effective way of researching and presenting these new forms and patterns of employment in sport, and will provide 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 impact of COVID-19 on the sport sector will present new hurdles to overcome. The 24-month FORMS project will provide a timely opportunity for the sector 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 ●



Further information about the project can be found at: www.projects.eose.org/project/forms



MAIN EXPECTED OUTPUTS:

- ✓ 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:



NEW INITIATIVES FOR 2021

EDUGOLF

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

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

The EDUGOLF project 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 will be central to the project. Indeed, through the project, it will be emphasised that golf can be accessible and beneficial to all.

The focus of the 3-year EDUGOLF project will be on skills development and education reform, 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 of the partnership will 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 ●



Further information about the project can be found at: www.projects.eose.org/project/edugolf



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 Platform 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:





NEW INITIATIVES FOR 2021

WINS

RAISING THE GROWTH AND PARTICIPATION OF FEMALE SPORT OFFICIALS IN EUROPE

Full Title:	WINS - "Raising the growth and participation of female sport officials in Europe"
Funded under:	Erasmus+ Sport Programme - Collaborative Partnership - Call 2020
Duration:	36 months (from 1 st January 2021 to 31 st December 2023)
Project Coordinator:	European Observatoire of Sport and Employment (EOSE)
Partnership:	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 will be 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 will be sport organisations becoming more capable of putting in place effective recruitment and retention policies for female sport officials, and ultimately improving gender balance in sport officiating.

The WINS project brings an innovative partnership composed of 9 expert organisations to take forward gender equality in sport in this key occupation.

This will be 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 ●



Further information about the project can be found at: www.projects.eose.org/project/wins



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 2020

EOSE ACTING
AS PARTNER

Part 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 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.

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

- **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.

🔗 *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 2020.*



Full Title: GReFORM - "Good Governance enhancement through e-Learning for Sport Volunteer Board Members"
Funded under: Erasmus+ Sport programme
Duration: 36 months (from 1st January 2018 to 31st December 2020)
Project Coordinator: Cyprus Sport Organisation (CSO)

GREFORM - AN INNOVATIVE TOOL TO ENHANCE GOOD GOVERNANCE FOR VOLUNTEER BOARD MEMBERS

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.

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 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 ●

EOSE ROLE AS PARTNER:

- ✓ Feedback and make suggestions on the development of the educational content and the online platform;
- ✓ Evaluation of the quality and relevancy of the online learning platform;
- ✓ Recommendation towards sustainability;
- ✓ Dissemination and promotional activities.

The main objective of this 3-year project was to provide adapted solutions to enhance the level of knowledge, understanding and competencies of those volunteers particularly in the following areas of Good



Further information about the project and working progress available on www.greform.eu



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

POINTS - TOWARDS SAFEGUARDING THE INTEGRITY OF SPORT AND BETTER GOVERNANCE

COORDINATOR:



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, is 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 is based on the 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 brings together a consortium composed of 11 National Olympic Committees, 3 European Federations (Volleyball, Athletics and Basketball) and 3 Knowledge Institutes (Interpol, Sport and Recreational Alliance and EOSE).

In 2020, the POINTS project entered in its final phase of activities with the publication of two main outcomes which are:

1. The Guidelines for Single Points of Contact for Integrity in Sport;

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

It is now time for the project consortium to share its knowledge and develop tools to encourage other European and national organisations to strengthen their integrity policies and strategies.

Due to the exceptional health situation in Europe due to the Covid-19 pandemic, the POINTS project has been extended by 6 months and will now finish at the end of June 2021 to ensure the entire delivery of the expected work programme ●

EOSE ROLE AS PARTNER:

- ✓ Contribution to the development of the educational programme and material/tools
- ✓ Support in the 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
 Access the self-evaluation tool for Good Governance in sport organisation at: pointsapp.novagov.com



Full Title: SK4YS - "Skills for You(th) through Sport"
Funded under: Erasmus+ Sport programme
Duration: 24 months (From 1st January 2019 to 31st December 2020)
Project Coordinator: European Non-Governmental Sports Organisation (ENGSO Youth)



SK4YS - INCREASING THE RECOGNITION OF TRANSFERABLE SKILLS THAT SPORT CAN DEVELOP FOR YOUNG PEOPLE

COORDINATOR:



FUNDER:



Coordinated by ENGSO Youth and supported by the European Commission through the Erasmus+ Sport Programme, SK4YS had the ambition to raise awareness of soft skills and competencies acquired through sport and particularly to focus on the recognition of transferable skills that sport can develop for young people especially those not in employment, education or training (NEETs).

This 2-year project built on a cross-sectoral approach of sport, youth, employment and education policies of the European Union and on the outcomes of the Study on the contribution of sport to the employability of young people in the context of the Europe 2020 strategy.

The consortium was composed of six organisations including ENGSO Youth, the European University Sports Association (EUSA), the

Cyprus Youth Council, the Oltalom Sport Association, the Budapest Association for International Sport and EOSE which collaborated to:

- Raise awareness on soft skills gained through sport through increased cross sector cooperation;
- Empower and build capacity of sport and youth organisations, educational institutions to develop and deliver sport-based employability programs for young people;
- Collect, classify and promote European good practices in the field of skills development through sport and sport-based employability programmes.

The main output of SK4YS was the publication of a specific Handbook developed for representatives of youth and sport organisations, coaches, trainers and youth leaders

on topics related to soft skills development through sport, the contribution of sport and physical activity to key competences, and the development of sport and employability programmes for disadvantaged young people. The Handbook which was presented during a virtual Final Conference aims to raise awareness about these sport-based interventions and provide practical advice for planning similar initiatives.

EOSE is delighted to have been able to contribute and support such an ambitious initiative closely linked to its values ●

EOSE ROLE AS PARTNER:

- ✓ Consult with a wide range of stakeholders to better understand the field of skills development through sport
- ✓ Identify good practices
- ✓ Develop the content of the educational module (handbook)



Further information about the project and all final outputs available can be found at www.youth-sport.net/sk4ys



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



PVGW - MAKING YOUNG PEOPLE MORE ACTIVE THROUGH A NEW CONCEPT OF VOLLEYBALL "PLAY VOLLEYBALL, GROW WITH IT!"

COORDINATOR:



FUNDER:



Funded by the European Commission under the Erasmus+ Sport programme, this 3-year initiative coordinated by the European Volleyball Confederation (CEV) provides an opportunity to bring together various stakeholders from volleyball and beyond in an effort to promote volleyball at the grassroots level and implement an innovative method to introduce volleyball in schools with a focus on youth between 8 and 12 years' old.

The consortium gathers four national volleyball federations (Estonia, Finland, North Macedonia and Slovakia), two universities (the German Sport University of Cologne and the Faculty of Sport Sciences of the Hacettepe University in Turkey) and EOSE.

Main objectives of the initiative:

- Enhance physical activity among children in EU by introducing a new concept of the volleyball game at school;

- Support PE teachers in facilitating the introduction of the volleyball game at entry level;
- Produce guidelines, videos, handbooks, etc. and dispatching these to PE teachers and coaches;
- Expand the volleyball community by sharing best practices;
- Extend the initiative to other national federations.

In 2020, the consortium published a manual providing a framework for any coach or teacher involved in physical education classes to successfully implement volleyball practices with children aged 8-12. The project partners believe it is quite easy to teach the highly complex target game in a motivating way by using simple adaptations and this is what has been included in this innovative manual.

The concrete pilot testing of the manual at the local level and training of teachers and coaches have been affected by the restrictions caused by the Covid-19 pandemic all over Europe (e.g. lockdowns, schools closed, prohibition of PE lessons). Most events have not been able to take place so far and will continue once the health situation and reduction in travel restrictions allows it.

It is a pleasure to be involved in such an initiative aiming to enhance physical activity among children, and provide support to PE teachers to introduce volleyball at the entry level ●

EOSE ROLE AS PARTNER:

- ✓ Evaluation of the innovative teaching methodology (Manual)
- ✓ Contribution to the project outputs
- ✓ Dissemination and promotion



Further information about the project at: inside.cev.eu/en/development/projects/cev-school-project/
 The innovative manual: inside.cev.eu/media/wdnhyesv/cevschoolprojectteachershandbookmobil.pdf

EOS EVENTS





EOSE EVENTS

BACKGROUND

Due to the pandemic and the various lockdowns and restrictions to travel abroad, all national and international events organised or attended by EOSE since March 2020 have been managed virtually through online software.

This year has been very exceptional with the Covid-19 situation arriving suddenly and unexpectedly 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 first time ever in the history of EOSE since its creation in 2002, 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 Sport Officiating (ONSIDE), 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 2020 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

2020

AT A GLANCE

39

EVENTS

21

ORGANISED



IN 2020

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.

ONside – ERASMUS+ SPORT PROJECT ON SPORT OFFICIATING – FULL PARTNER MEETING

📍 **Birmingham (UK)** - 8th and 9th January 2020



The 6th Full Partner Meeting took place in Birmingham (UK) on 8th and 9th of January 2020, hosted by Sports Officials UK (SOUK).

Day 1 of the meeting was dedicated to the development of a brand-new set of Occupational Standards for the role of sport official. Detailed

discussions around the skills and competences of sport officials took place looking at generic competences that apply to all levels and all sports.

On day 2, attention turned to the educational outputs and partners discussed the innovative Training Module Handbook and e-learning platform. Topics earmarked for e-learning modules were communication, conflict management, observation and decision making, honesty,

ethics and fair play, and teamwork. The testing of the educational outputs with sport officials was also discussed and was planned to happen in September 2020.

At the meeting the strong connection with the International Federation for Sports Officials (IFSO) was cemented further and the final conference of ONside in November 2020 was confirmed to be organised as a joint ONside/ IFSO Congress ●

📖 Read more about the ONside project page 32

2020 EVENTS TIMELINE

*Events organised by EOSE

JANUARY

8th - 9th

ONside Full Partner Meeting – Erasmus+ Sport project on Sport Officiating
Birmingham (UK)

30th

Sport InfoDay 2020
Brussels (BE)

31st

Erasmus+ Sport Coordinators Meeting –
Brussels (BE)

FEBRUARY

25th - 26th

S2A Sport Mobility Full Partner Meeting – Erasmus+ "Pilot Project: Mobility and Exchanges in Sport"
Pristina (Kosovo)

26th - 28th

International Seminar - Why does European Sport need skilled and competent coaches?
Zagreb (HR)

MARCH

23rd

SK4YS Full Partner Meeting – Erasmus+ Sport project on Skills Development for Youth

APRIL

6th

Erasmus+ Mobility and Exchanges in Sport Coordinators meeting
Frankfurt (DE)



S2A SPORT MOBILITY PROJECT – KICK-OFF MEETING

📍 **Pristina (Kosovo)** - 25th and 26th February 2020



The ambition of this 24-month project, co-funded by the European Union, is to support the sport sector in realising its potential by enhancing the skills of sport administrators, and strengthen their future employability and personal development through learning mobility experiences.

Hosted by the National Olympic Committee of Kosovo in Pristina, the launch of this initiative 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 2021.

The aim of the project is to offer the opportunity to 40 participants from the European Union and four targeted countries from Western Balkans (Albania, Kosovo, Montenegro, and Republic of North Macedonia) to take part in a fit-for-purpose transnational training programme on sport administration delivered through

3 modules of 1 week duration in 3 different Western Balkans countries.

The partners debated key concepts of sport administration and learning mobility to ensure a common understanding and started the development of the content of the innovative training programme in sport administration. The focus was also on the profile of the participants and the logistics behind the delivery of the weeks of training in Western Balkans ●

📖 Read more about the S2A SPORT MOBILITY project page 38

CHANGE – ERASMUS+ SPORT PROJECT ON SPORT FOR DEVELOPMENT

📍 **Virtual event** - 17th June 2020



On the 17th of June 2020, the 3rd full partner meeting of the CHANGE project was organised virtually due to the ongoing Covid-19 situation.

This initiative, funded through Erasmus+ Sport, has the ambition to enhance the skills of people engaged in sport for development through the creation of professional/ occupational standards and fit-for-purpose

education products using the innovative EOSE 7 Step Model.

The purpose of the meeting was to review and discuss the main findings of the research phase which included telephone interviews with sport for development organisations, and a literature review of academic papers and industry reports.

The research phase gathered elements of skills and knowledge needed to work in sport for development and informed the next steps of the project.

Partners discussed the structure and main content of the Occupational Map including social value of the sector, organisational structures, occupations in the sector, emerging trends and future projections. Key aspects of the Occupational Descriptors for sport for development coordinators and activators were also debated, including main duties, skills and knowledge, attitudes and attributes, experience, and qualifications ●

📖 Read more about the CHANGE project page 34

EU EXPERT GROUP “SKILLS AND HUMAN RESOURCES DEVELOPMENT IN SPORT”

📍 **Virtual event** - 19th June 2020



On the 19th of June 2020, EOSE attended the 6th meeting of the European Commission Expert Group “Skills and Human Resources Development in Sport” (XG HR) which took place online gathering representatives from 26 Member States as well as observer organisations.

This expert group was established under the third EU Work Plan for Sport and the main topics under

consideration have been coach education, qualifications and skills, and dual careers.

The Head of the Sport Unit at DG EAC, European Commission, gave a presentation to update on the Commission’s recent activities and the Commission’s response to the Covid-19 crisis.

A presentation was also delivered by the Croatian Presidency of the Council of the European Union related to sport. Planned work was impacted by the Covid-19 situation but notable achievements included the production of Council Conclu-

sions on empowering coaches by enhancing opportunities to acquire skills and competences, and a seminar titled: *Why does European sport need skilled and competent coaches?*

EOSE contribution to the discussion concerned the importance of people if the sector is to achieve its potential, and the importance of a skilled and competent workforce and the role of education in that. EOSE believes education should remain a priority area in sport for the European Commission and is ready to support future actions in this area ●

MAY

7th
EOSE Executive Board Meeting

14th
ONSD Full Partner Meeting – Erasmus+ Sport project on Sport Officiating

28th
S2A Sport Mobility Full Partner Meeting – Erasmus+ “Pilot Project: Mobility and Exchanges in Sport”

JUNE

5th
SK4YS Full Partner Meeting – Erasmus+ Sport project on Skills Development for Youth

12th
EOSE Meeting with Eurostat

16th
Centres of Vocational Excellence (CoVEs) Virtual Conference

17th
CHANGE Full Partner Meeting – Erasmus+ Sport project on Sport for Development

19th
EU Expert Group Meeting – Skills and Human Resources Development in Sport

30th
S2A Sport Mobility Full Partner Meeting – Erasmus+ “Pilot Project: Mobility and Exchanges in Sport”

JULY

4th
SKILLS Full Partner Meeting – Erasmus+ Sport project on Sport Labour Market and Skills Development

8th
EOSE Executive Board Meeting

SKILLS – ERASMUS+ SPORT PROJECT ON SKILLS AND WORKFORCE DEVELOPMENT – KICK OFF MEETING

📍 Virtual event - 3rd July 2020



On the 3rd of July 2020, the kick-off meeting of the SKILLS project was organised virtually with the overall aim of the project being to analyse and promote skills and workforce development in the European sport and physical activity sector.

Coordinated by EOSE and funded under Erasmus+ Sport as a Small

Collaborative Partnership, the 24-month project has been built as a complementary initiative and follow-up from the ESSA-Sport project (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.

It has the ambition to keep up the momentum and continue developing the level of knowledge

and understanding of the sport labour market and skills needs for the sector through several activities of research, networking and consultation.

The launch meeting gathered the 6 partners to present them the overall work programme and list of expected activities, and to clarify their role and responsibilities ●

📖 Read more about the SKILLS project page 36

EOSE CONTRIBUTES TO THE EUROPEAN WEEK OF SPORT BEYOND BORDERS

📍 Virtual event - 11th November 2020



On the 11th of November 2020, the European Commission organised an Expert Seminar on the 3rd European Week of Sport Beyond Borders with a focus on the countries of the Western Balkans and the Eastern Partnership.

EOSE was invited to speak and present the S2A Sport Mobility

initiative funded under the call co-funded by the European Commission “*Exchanges and mobility in Sport*”. This project involves cooperation with the Western Balkans and aims to give the opportunity to 40 sport administrators to take part in a fit-for-purpose training programme of three modules of 1 week each delivered in Albania, Montenegro and North Macedonia. Participants will also undertake a 4-day national study visit abroad to acquire new skills.

The event was an excellent opportunity to showcase examples of cooperation and explore potential for further work between EU and Western Balkans and Eastern Partnership countries in the field of sport.

EOSE was delighted to attend this event and be given the opportunity to present the innovative S2A Sport Mobility learning mobility initiative in sport administration with partners from the Western Balkans ●

EOSE AT THE HIGH-LEVEL CONFERENCE ON THE RECOVERY OF SPORT AFTER COVID-19

📍 **Virtual event** - 17th November 2020



Mariya Gabriel, European Commissioner for Innovation, Research, Culture, Education and Youth hosted a high-level conference on 17th November 2020 to discuss the post-Covid-19 situation in sport which gathered more than 600 participants from 54 countries.

The aim was to bring together experts to discuss the new challenges facing sport and its

important role in helping the world to recover from the coronavirus pandemic.

The conference started with opening words from Commissioner Gabriel, followed by a keynote speech from Thomas Bach, International Olympic Committee President.

EOSE was represented by Secretary General, Kirstie Simpson from the University of Chester (UK), who took part and contributed to the panel discussion on 'The impact of the crisis on growth and jobs in the sport sector and possible ways to re-

cover'. Kirstie was able to share some new knowledge and statistics about the main characteristics and challenges of the sport labour market in Europe.

The panel gathered Tiago Brandão Rodrigues, Minister of Education from Portugal; Mari-sol Casado, Member of the International Olympic Committee and President of the International Triathlon Federation, and Manuel Pauser, Vice-President of Adidas, Global Government and Community Affairs and Vice-President of FESI (the Federation of the European Sporting Goods Industry) ●

INTERNATIONAL EVENT ON SPORT OFFICIATING

📍 **Virtual event** - 20th November 2020



On the 20th of November 2020, the International Event on Sport Officiating was held online and gathered 250 participants from 39 countries in Europe and beyond.

The event was jointly organised by EOSE with the International Federation for Sports Officials (IFSO) as the final conference of the ONSIDE project (www.onside-sport.eu) to present the

project's main outputs related to enhancing the skills of sport officials in Europe, and to discuss the legacy of the project after it finished in December 2020.

The first half of the event was dedicated to the ONSIDE project with a focus on the rationale and the main innovative outputs. This included not only the brand new European occupational standards for sport officials which describe for the first time the standard of competent performance sport officials need to be successful in their

role, but also the presentation of the education components of the ONSIDE project including the e-learning modules and the Handbook of Training Modules.

The second half of the event was chaired by IFSO to introduce the list of their current members, their targeted goals, priority actions and future projects in the area of sport officiating.

The event finished with a lively panel discussion debating issues from impact of Covid-19 on officiating to hints and tips on the recruitment of officials ●

SEPTEMBER

8th
CHANGE Full Partner Meeting – Erasmus+ Sport project on Sport for Development

25th
PVGW Full Partner Meeting – Erasmus+ Sport project on Volleyball participation at school

29th
Erasmus+ Sport Programme Information Event in France – French Erasmus+ Agency

24th
German Presidency Conference – Partnerships for physical activity and sport – Be(come) Active!

30th
EOSE Executive Board Meeting

OCTOBER

8th
SK4YS Online Dissemination Seminar - Erasmus+ Sport project on Skills Development for Youth

20th
S2A Sport Mobility Full Partner Meeting – Erasmus+ "Pilot Project: Mobility and Exchanges in Sport"

NOVEMBER

3rd
POINTS Full Partner Meeting – Erasmus+ Sport project on Sport Integrity

5th
SKILLS Full Partner Meeting - Erasmus+ Sport project on Sport Labour Market and Skills Development

6th
PVGW Full Partner Meeting – Erasmus+ Sport project on Volleyball participation at school

📖 Read more about the Onside project page 18



EU WORKSHOP ON THE IMPACT OF COVID-19 ON EMPLOYMENT IN SPORT

📍 Virtual event - 7th December 2020

On the 7th of December 2020, as a part of the SKILLS project coordinated by EOSE and funded under Erasmus+ Sport, a European Workshop titled «Skills and workforce development challenges in the sport sector» took place online with 12 participants from 8 different European sport associations directly concerned with sport employment.

Following a general introduction on the first measured impacts of

Covid-19 on the EU labour market published by Eurostat, the first objective of this workshop was to present the latest statistics on the sport labour market and collect reaction and feedback.

Participants were particularly shocked to receive the information that in the first two quarters of 2020 the numbers of female, youth under 25 and part time workers in the European sport and physical activity sector significantly decreased.

The second objective was to discuss main realities and challenges for the sport labour market from Covid-19 and each participant contributed and shared views.

The group agreed to meet again when further data is available for the second half of 2020, and to continue to debate employment data and policy recommendations that flow from such data ●

EOSE GENERAL ASSEMBLY 2020

📍 Virtual event - 17th December 2020



The 17th of December 2020 saw EOSE members gather for the EOSE Annual General Assembly. For the first time in the history of EOSE, this event was held online and not hosted by one of the members in their country due to the ongoing health situation in Europe. The General Assembly kicked

off with a welcoming message from the EOSE President underlining the particular context of holding the Assembly where the sport and physical activity sector and society as a whole have been severely impacted by Covid-19. He then introduced the first part of the General Assembly dedicated to the European Policy Context.

First, Kairis Ulp from the European Commission Sport

Unit introduced the new EU Work Plan for Sport 2021-2024 and the new Erasmus+ Programme. Kairis presented priority topics, key themes, outcomes, working formats, target dates and responsibilities in the new EU Work Plan for Sport.

Next, Carlos Manuel Pereira from the Portuguese Institute of Sport and Youth (IDPJ) underlined the main sport priorities of the Portuguese Presidency of the Council of



the EU that will take the lead from 1st of January 2021 for 6 months.

The main priorities for the Portuguese Presidency were presented under the themes of Resilience, Social, Green, Digital and Global.

Next on the agenda was the new EOSE Strategic Development Plan 2021 – 2023 followed by the formal part of the General Assembly.

The final item was Executive Board elections where

Kirstie Simpson (University of Chester, UK) was re-elected for a further two-year mandate, and Signe Luika (Latvian Academy of Sport Education, Latvia) was elected for a two-year term ●

11th
Expert Seminar on the 3rd European Week of Sport Beyond Borders

17th
High Level Conference on the Recovery of Sport sector after the Covid-19 Crisis

20th
ONISIDE – International Event on Sport Officiating

20th
EOSE Executive Board Meeting

[i](#) Read more about the EOSE general assembly 2020 page 68

EOSE MEMBERS' SEMINAR 2020 – FOCUS ON THE IMPACT OF COVID-19 ON THE LABOUR MARKET

[i](#) Virtual event - 18th December 2020



The EOSE Members' Seminar organised on the 18th of December 2020 provided an opportunity for an interactive exchange of views and ideas among EOSE members on main realities of Covid-19 on the sector.

The first session involved a presentation of the sport labour market statistics for 2019 and first semester of 2020. The continued collection and analysis of labour market statistics keeps the momentum from the ESSA-Sport project and identifies the total num-

ber of people employed in the sector, as well as main characteristics and tendencies.

The data for 2019 showed a stable and growing sector both in terms of numbers and as a proportion of total employment in Europe.

EOSE has recently received and been able to analyse sport employment data for the first two quarters of 2020. This allows a first glimpse in to the impact of Covid-19 on sport employment where a decrease in the numbers of paid employees in the sector was most marked for female sport workers, youth under 25 and part timers.

EOSE members discussed the data and proposed actions to tackle the situation.

The remainder of the Members' Seminar then focussed on the main realities and challenges of Covid-19 on sport and employment. Slido software was used to create interaction and feedback from partners throughout the session. Members reported strong impact of Covid-19 on the sector and on their activities, and felt there were less sport workers and volunteers during the pandemic but there had been an increase in innovative ways to engage with sport and physical activity participants ●

DECEMBER

1st
SHARE Webinar - Role of sport in regional and local development

7th
European Workshop "Skills and workforce development challenges in the sport sector"

10th
3rd European Education Summit: Digital Education Transformation

10th
CHANGE Full Partner Meeting – Erasmus+ Sport project on Sport for Development

11th
ONISIDE Full Partner Meeting – Erasmus+ Sport project on Sport Officiating

17th
EOSE General Assembly 2020

18th
EOSE Annual Members' Seminar

[i](#) Read more about the EOSE members' seminar page 68

EOSEE FUNCTIONING





EOSE

FUNCTIONING ORGANISATION

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 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 66**, 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.

EOSE ORGANISATIONAL CHART 2020

GENERAL ASSEMBLY = ALL EOSE MEMBERS

ELECT

DEFINING PRIORITIES

REPORT ANNUALLY

EOSE EXECUTIVE BOARD < < <

SET THE SCENE & DEVELOP THE STRATEGY



Thierry Zintz
President



Kirstie Simpson
Secretary General



Simone Digennaro
Treasurer



Vilma Cingiene
Member of the Board



Abel Santos
Member of the Board



Mark Cutajar
Member of the Board



Signe Luika

Elected as member of the Board in December 2020

Her mandate will start in January 2021

PROVIDE GUIDANCE
& VISION

> > >

EOSE SECRETARIAT

TURN STRATEGY INTO ACTION

REPORT
QUARTERLY



Aurélien Favre
Executive Director



Ben Cittus
Director of Standards



Geoff Carroll
Skills Development Manager



Camille Demeulemeester
EOSE Project Officer Until July 2020



Thibault Pardon
Communication & Project Officer

**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 to and based on the quality, expertise and involvement of its members and collaborators from all EU member states.

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)	Lithuania	Mykolas Romeris University (MRU)
Belgium	Université Catholique de Louvain (UCLouvain)	Luxembourg	International University of Health, Exercise and Sports (LUNEX)
Bulgaria	National Sports Academy (NSA)	Malta	Sport Malta
Croatia	Croatian Association for Sport Management (CASM)	Netherlands	Employer Organisation in Sport (WOS)
Cyprus	University of Nicosia (UNIC)	Poland	Institute of Sport National Research Institute
Denmark	Sports Hub Denmark	Portugal	Portuguese Institute of Sport and Youth (IPDJ)
Estonia	Foundation of Sports Education & Information	Portugal	Rio Maior School of Sport (ESDRM)
Finland	Sport Institute of Finland (SIF)	Romania	National Institute for Sport Research (NISR)
France	Analysis Institute on Education and Employment in Sport (GAREF)	Slovenia	Sports Union of Slovenia (SUS)
Germany	University of Applied Sciences for Sport and Management Potsdam (FHSMMP)	Spain	Technical University of Madrid (UPM)
Greece	Hellenic General Secretariat of Sport, Ministry of Culture and Sports (SGS)	Sweden	Arbetsgivaralliansen
Hungary	University of Physical Education (TE)	UK	Cardiff Metropolitan University
Ireland	Institute of Technology Tralee (ITT)	UK	EOSE Services
Italy	Association of Sport Managers (MSA)	UK	Leeds Beckett University (LBU)
Italy	University of Cassino and Southern Lazio (UNICAS)	UK	Observatory for Sport in Scotland (OSS)
Latvia	Latvian Academy of Sport Education (LASE)	UK	University of Chester (UoC)

EOSE GENERAL ASSEMBLY AND MEMBERS SEMINAR 2020

Strategic development of EOSE and main priorities

📍 **Virtual event** - 17th and 18th december 2020

The 17th and 18th of December 2020 saw EOSE members gather for the EOSE General Assembly and Annual Members' Seminar 2020. For the first time in the history of EOSE, this event was held online and not hosted by one of the members in their country due to the ongoing health situation in Europe. The virtual event gathered 38 participants from 24 different countries.

>> EOSE GENERAL ASSEMBLY 2020

The EOSE General Assembly on 17th December kicked off with a welcoming message from EOSE President, Professor Thierry Zintz. Thierry underlined the particular context of holding the Assembly in 2020 at the end of a year where the sport and physical activity sector and society as a whole have been severely impacted by Covid-19.

Thierry also thanked the EOSE members for their commitment to the organisation. He then introduced the first part of the General Assembly dedicated to the European Policy Context.

First, Kairis Ulp from the European Commission Sport Unit introduced the new EU Work Plan for Sport 2021-2024 and the new Erasmus+ Programme. Kairis, who is well known to EOSE due to her previous role with the member from Estonia, presented priority topics, key themes, outcomes, working formats, target dates and responsibilities in the new EU Work Plan for Sport. It was interesting to learn

about the plan for a conference on skills and qualifications in sport which it is hoped EOSE can play a role in.

Kairis also congratulated EOSE for successful Erasmus+ Sport applications in 2020 and discussed the size and type of projects in that programme. Finally, she presented a sample of Commission publications such as the mapping study related to Covid-19 and high-level conferences including one on the recovery of the sport sector after Covid-19 which EOSE was represented at with a speaking role.

Next, Carlos Manuel Pereira from the Portuguese Institute of Sport and Youth (IDPJ) underlined the main sport priorities of the Portuguese Presidency of the Council of the EU for the period from 1st of January to 30th of June 2021. The main priorities for the Portuguese Presidency were presented under the themes of Resilience, Social, Green, Digital and Global. Innovation in sport was also presented as a key focus of the Presidency which was of interest to many EOSE members.

Following on the agenda was the new EOSE Strategic Development Plan 2021-2023 which was introduced to the EOSE network of members.

The formal part of the General Assembly then took place, with the presentation of main activities carried out in 2019 and 2020 and the validation of the financial accounts 2019/2020.

The final item was Executive Board elections where Kirstie Simpson (University of Chester, UK) was re-elected for a further two-year mandate, and Signe Luika (Latvian Academy of Sport Education, Latvia) was elected for a two-year term. Vilma Čingienė was formally thanked for her long-term commitment and support for EOSE in particular for her time serving on the EOSE Executive Board which comes to an end in December at the end of her current mandate.

The General Assembly concluded with a Christmas Quiz of questions about EOSE which was won by Henrik Brandt (Denmark), whose prize was a selection of speciality food from Lyon, France where EOSE headquarters is based.

>> EOSE MEMBERS' SEMINAR 2020

The EOSE Members' Seminar on 18th December 2020 provided an opportunity for a more interactive exchange of views and ideas among EOSE members on the potential impact of Covid-19 on sport and employment.

The first session of the day involved a presentation of the sport labour market statistics for 2019 and first semester of 2020. The continued collection and analysis of labour market statistics keeps the momentum from the ESSA-Sport project and identifies the total number of people employed in the sector, as well as main characteristics and tendencies.

The data for 2019 showed a stable and growing sector both in terms of numbers and as a proportion of total employment in Europe. EOSE members commented that it is useful to see the clear evidence of a growing and thriving sector just prior to the onset of the Covid-19 pandemic in 2020.

EOSE has recently received and been able to analyse sport employment data for the first two quarters of 2020. This allows a first glimpse in to the impact of Covid-19 on sport employment. Across the first two quarters of 2020, total sport employment in EU 28 fell by 1.4% according to official statistics. This decrease was most marked for female sport workers, youth under 25 and part timers.

The remainder of the Members' Seminar then focussed on the main realities and challenges of Covid-19 on sport and employment. Slido

software was used to create interaction and feedback from partners throughout the session. Members reported strong impact of Covid-19 on the sector and on their activities. Members felt there were less sport workers and volunteers during the pandemic but there had been an increase in innovative ways to engage with sport and physical activity participants.

The relevance of different measures to recover from the pandemic were also ranked by members present – with the majority believing there is a need to promote the sport sector, and improve information sharing across stakeholders.

EOSE and its Members could have a specific role to play to review and help reshape the sport sector to ensure it survives and increases its positive impact.

EOSE members felt the interactive session had given a range of ideas for further research. The session ended with suggestions about how EOSE can be involved in the recovery phase of Covid-19 in the sport sector.

While all members would have preferred the event to have been face-to-face, it was seen by all as a great success and good forum to be informed and to debate key issues. In 2021, EOSE is delighted to announce that the General Assembly and Members' Seminar will be organised in Bucharest, Romania, as guests of EOSE member National Institute for Sport Research (NISR).

EOSE President, Thierry Zintz, closed the event and wished all EOSE members a Merry Christmas and a healthy and successful 2021.

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

07th May / 04th July / 30th September / 25th November

EOSE is led by its Executive Board composed of the President, Treasurer, Secretary General, and three additional Board Members. The Strategic Development Plan and 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 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 updates 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



EOSE 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

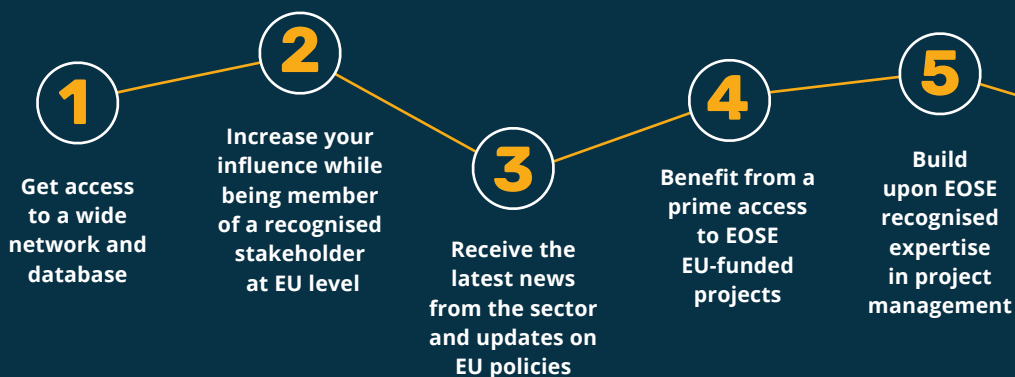
Organisations having signed a Memorandum of Understanding (MoU) with EOSE, and demonstrating expertise and interest in skills and workforce development for the sector.

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?



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



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

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TESTIMONIALS

FROM SUPPORTERS, BENEFICIARIES AND MEMBERS

“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 of the World Anti-Doping Agency (WADA)

“The work carried out jointly with EOSE was of great intensity and made a big leap forward to 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 was a pleasure and an honour to work with such professionals.”

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

“We are very interested in your work and think it's very important that there is an institution such as EOSE “bridging the gap” between the work of the EU Commission and the reality-based efforts of sport federations dealing with this sector!”

Helmut Höritsch, Director of Competence & Academy Network, European Handball Federation

“REPs UAE has worked closely with EOSE for many years and we recognise their expertise in skills and workforce development, we were particularly pleased with the UAE Working in Fitness Survey and report they facilitated for us in 2019.”

Catherine Hanson Farid, Director of Operations, REPs UAE,
Register of Exercise Professionals for the United Arab Emirates

“IHRSA is delighted to have in place a strong partnership with EOSE. Skills and workforce development are vital to the development of the sector, we were particularly pleased to take part in the ESSA-Sport project and look forward to seeing actions from that project being implemented.”

Kilian Fisher, International Public Policy Advisor & UFIT Global, Industry Lead IHRSA,
International Health, Racquet & Sportsclub Association

“EOSE as a group is a connection which is fairly unique in Europe. They bring together educators and employers in sports. Being part of EOSE as an employer is eye-opening for opportunities and development per country as well as on the European level. Especially the ESSA project was an eye opener for some people. The vast majority of sports is and always will be a voluntary sector, but to keep moving forward in making sports a real economic and employment sector organizations like EOSE are necessary. We learn from each other and the project brings us together in a common goal strategy. Keep it up!”

Davy Callewaert, CEO, Sportwerk Vlaanderen, Belgium

“By getting more involved in the processes of EOSE, we, the Croatian Association for Sports Management (CASM) were able to recognise a tremendous effort of the whole EOSE team, on the various topics in the sector of Sports. What we like the most, is the respect we've got as a new member and the information flow which helped us a lot to get a feeling where our county is currently standing and what should we try to improve that situation.”

Alojzije Jankovic, Croatian Association for Sports Management (CASM)

“EOSE aims in the administrative level in the promotion of new approaches in order to improve the Sport and Employment environment as well as to upgrade the knowledge and the “tools” of professionals involved in Sport. Furthermore, EOSE are enhancing with good applied practices and utilities the sport professionals (such as coaches, sports managers, administrators) as well as all the candidates who would like to engage in sport employment. One of the challenges of EOSE is to deliver the most essential collaborative platform where both its member and partners will work together to address and effectively resolve the challenges of the Sports Market through concrete proposals and good practices.”

George Pigos, Executive Scientist in General Secretariat of Sports,
Ministry of Culture and Sports, Greece

“It is a great honor for the Latvian Academy of Sport Education (LASE) to be a member of EOSE. So far, I have worked most closely together with EOSE in the project “A European Sector Skills Alliance for Sport and Physical Activity (ESSA-Sport)”. Our contribution to this project has given me a broader vision of employment in sport at the international level, thus being aware of Latvia's sports employment development perspectives in the international context and advancing development preconditions at the national level. For the LASE, this cooperation within ESSA-Sport very clearly highlighted the necessary development directions for the study programs in order to improve the skills and competitiveness of future workforce in sport. As a result, the winner is the entire sports sector.”

Signe Luika, Associated Professor, Head of Department of Sport Management and
Communication, Latvian Academy of Sport Education (LASE)

“Working with EOSE provides us the opportunity to contribute to the development of our sector from a national and European perspective. Through the ESSA-SPORT project we successfully took a first big step towards gaining a better understanding of our sector and work together to keep improving. We are therefore proud to be part of EOSE.”

Koen Vermooten, Policy Advisor, Werkgevers in de Sport, Netherlands

“Sports Union of Slovenia is delighted to become a member of EOSE. After successful cooperation in the CHANGE project it was the next logical step to strengthen the partnership among the two organisations with a shared mission to contribute to the development of the sport sector. EOSE provides us with their expertise on skills and workforce development. Therefore the most important benefits from working with EOSE are introducing to Slovenia a new field in sport – Sport for Development, and European Occupational Standards for the sport sector.”

Mojca Markovič, Secretary for international affairs and sport infrastructure,
Sports Union of Slovenia (SUS)



EOSE Secretariat

📍 1, Grande rue des Feuillants 69001 Lyon - FRANCE

☎ +33 (0) 437 431 939 ✉ eosesec@eose.org

💻 www.eose.org 🐦 [@EOSE_skills](https://twitter.com/EOSE_skills)



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