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Annual Activity Report



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EOSE MISSION

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

EOSE VISION

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



EOSE PRESIDENT'S FOREWORD



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 2022 and presents the mission, current projects, and future priorities for EOSE.

I was delighted to become President of EOSE at the beginning of 2022, following ten successful years of my predecessor, Emeritus Professor Thierry Zintz guiding

EOSE to become a recognised, sustainable organisation in the field of sport in Europe.

I was proud to be elected as the first female President of EOSE as I share the passion of our members for sport to fulfil its social, health, and economic potential through the development of an appropriately skilled workforce, ready to meet future challenges.

Following two years of uncertainty and disruption due to the Covid-19 pandemic, 2022 gave the sector the opportunity to begin the recovery from Covid-19 and to return to previous levels of activity. During the year, EOSE was pleased to be invited to join the European Commissions' Expert Group on *"Strengthening the recovery and the crisis resilience of the sport sector during and in*

the aftermath of the COVID-19 pandemic". This invite is one just example of the strategic importance of the work we undertake with our members.

It was also wonderful to see the return to in-person meetings for the projects led by EOSE or where we have a role as partner. While all EOSE activities continued during the pandemic using online methods, it has been clear that the return to face-to-face events in 2022 has increased the engagement, commitment and productivity for the partners in our transnational partnership projects.

EOSE has organised successful meetings in Brussels, Helsinki, Lisbon, Luxembourg, Madrid, Nice, Tallinn and Warsaw during the year, culminating in the successful General Assembly and Members' Seminar in



Bucharest in December 2022, organised in partnership with our national member from Romania, the National Institute for Sport Research.

It was Heraclitus, a Greek philosopher, who is quoted as saying «*change is the only constant in life*» and there is no doubt that change, challenge, and unexpected events will continue to define the landscape that sport operates within.

I am convinced that, through the modernisation of education and training in sport, we can equip those working or volunteering in the sector with the right competences to create a flexible and resilient workforce, more able to meet future challenges head-on. The sport sector is all about people, and it is through a skilled and competent workforce that we

can achieve the social, health and economic impact expected of the sector from governments and the European Union.

2023 will be a busy year for EOSE as three major projects move into their final year in the areas of sport volunteering, golf, and gender equity in sport officiating. We will continue our partnership with WADA to develop the global anti-doping workforce and begin a new sport administration education project with our partners in the Western Balkans. We will also continue our analysis of the size, characteristics and tendencies of the sport labour market. Activities focused on the upskilling of the sector workforce will remain a priority for the years ahead. Finally, 2023 will see us develop a new EOSE Strategic Development Plan to take us in to the period 2024-2026.

EOSE members and partners are at the heart of the organisation, and I thank them for their continued commitment to the organisation and the mission of EOSE – it was great to see so many colleagues come together at the General Assembly in Bucharest. I would also like to thank the EOSE staff for their ongoing hard work delivering our large portfolio of projects and activities.

I hope you will enjoy browsing our Annual Report and we look forward to collaborating with you on our journey towards a competent workforce for the sport and physical activity sector, ready to meet the challenges of tomorrow.

Yours sincerely,

Kirstie Simpson
EOSE President

INTRODUCTION

EOSE IN BRIEF

FROM AN INFORMAL GROUP TO A RECOGNISED EXPERT ORGANISATION

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

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

1994

Set up as an informal group

2002

Official registration as a French not-for-profit organisation

2019

First ever European Employer Skills Survey and EU Skills Summit

2022

First ever European Skills Survey on Sport Volunteering, 2 new successful Erasmus+ applications, and a sustainable organisation with members in 27 countries including 25 EU Member States

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.

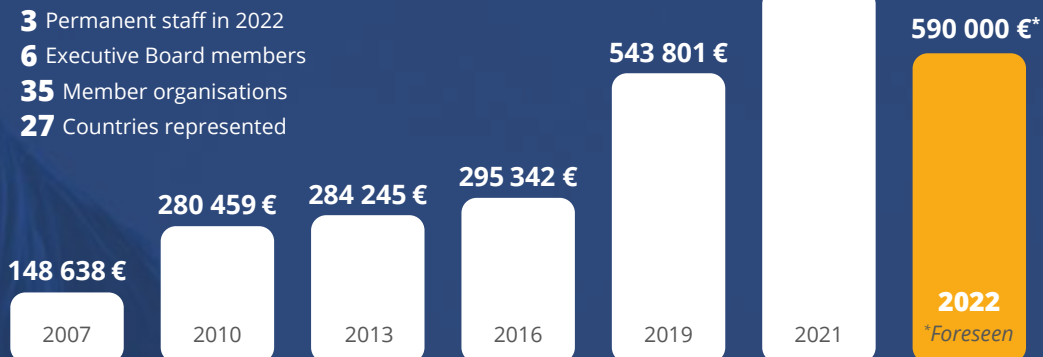
Without being exhaustive, the sport sector is recognised as having the potential:

- ✓ 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.

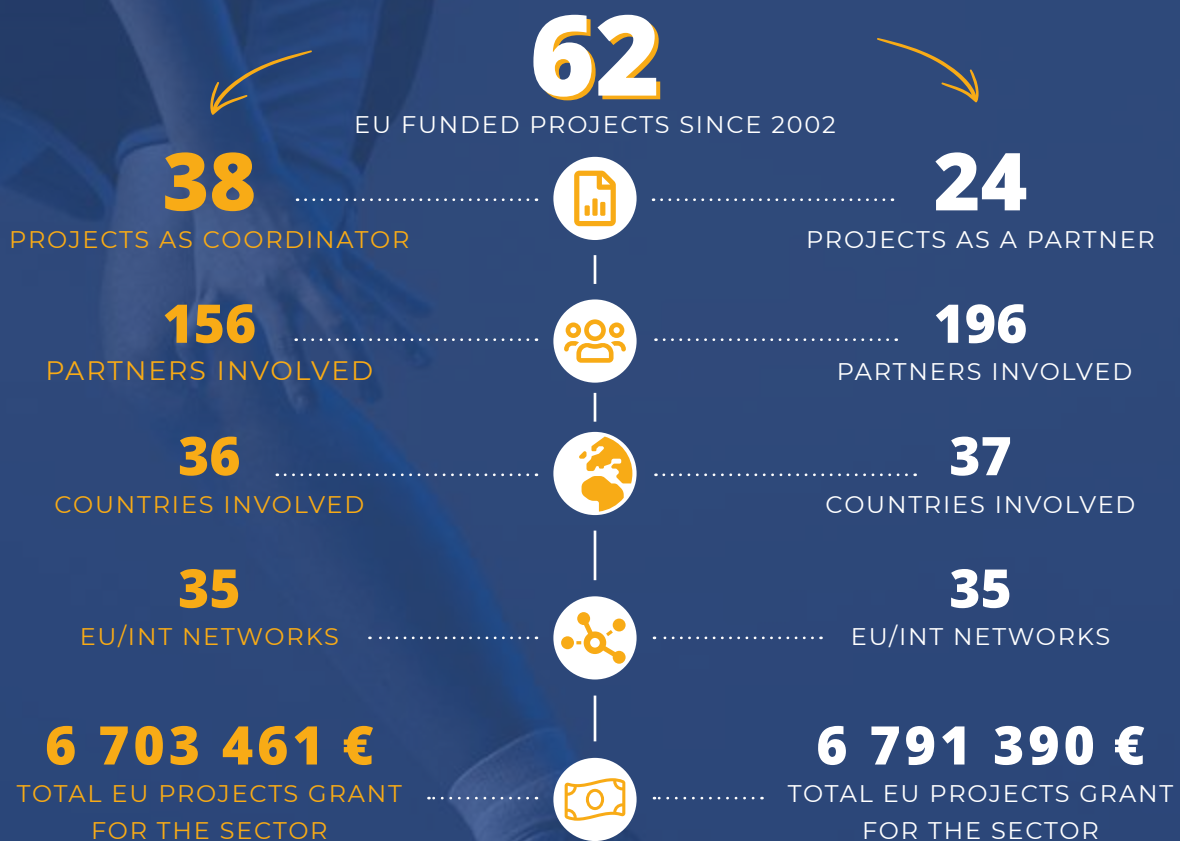
TO CONDUCT ITS ACTIVITIES, EOSE ASSETS ARE AS FOLLOWS



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 NETWORK

EOSE MEMBERSHIP IN 2022

35 ORGANISATIONS | **27** COUNTRIES



ALBANIA



BELGIUM



BELGIUM



BULGARIA



CROATIA



CYPRUS



CZECH REPUBLIC



DENMARK



ESTONIA



FINLAND



FRANCE



FRANCE



GERMANY



GREECE



HUNGARY



IRELAND



ITALY



LATVIA



LITHUANIA



LUXEMBOURG



MALTA



NETHERLANDS



POLAND



PORTUGAL



PORTUGAL



ROMANIA



SLOVENIA



SPAIN



SPAIN



SWEDEN



UK



UK



UK



UK



UK

PARTNER ORGANISATIONS



SUPPORTED BY





SOE HIGHLIGHTS

EOSE HIGHLIGHTS

IN BRIEF

EOSE work programme for the year 2022 was extremely ambitious and we are delighted to report that all expected activities and duties were successfully implemented. That includes all internal activities of the organisation but also the successful closure of 2 Erasmus+ projects, the coordination of 4 ongoing Erasmus+ transnational projects, the launch of a new initiative in anti-doping and the funding of a new Capacity Building application in the Western Balkans that will start in early 2023.

Following the sudden and unexpected period associated with the pandemic, 2022 also saw the return of face-to-face meetings and events which are at the heart of our transnational activities and ambition to create synergies and exchanges with and between sport stakeholders at all levels.

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

- › The first quarter of the year saw the publication and wide dissemination of a series of material in the field of sport for development such as occupational descriptors, a functional map and a competence framework, a training handbook and a Sustainability Plan
- › A real highlight of the year 2022 was the launch of a European Skills Survey on Sport Volunteering which gathered over 2,700 responses from sport organisations from 115 different countries
- › An EOSE capacity building workshop restricted to our national members was organised to give them a greater understanding of the concept of occupational standards in the sport sector
- › EOSE pursued its ambition to gather, analyse, publish and disseminate detailed sport labour market statistics at the European and national level
- › Working with EOSE members, a sample of national case studies promoting healthy lifestyles were showcased in support of the European Commission's campaign #HealthyLifestyle4All

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!



Skills acquired through
Volunteering in Sport



SUCCESSFULL GLOBAL SKILLS SURVEY ON SPORT VOLUNTEERING

Following a wide desk research for relevant information related to volunteering in sport and a series of interviews with sport volunteers to get a better grasp of their experiences and perspectives, EOSE and the partners of the V4V project conducted in spring 2022 a Global Skills Survey on Sport Volunteering aimed at sport organisations.

Overall, the goal of the survey was to be as inclusive as possible, to collate the highest possible number of contributions from EU and beyond, and to be structured to:

- Gather relevant data on the extent of sport volunteering and the demographics of sport volunteers
- Collate views from sport organisations about volunteering and its importance to the whole sport and physical activity sector
- Focus on the different roles that volunteers play in sport organisations and the related skills they need to perform in their roles
- Understand the way sport organisations recruit, train, manage and retain their volunteers
- Gather information about existing good practices in the area of sport volunteering

The survey closed with a fantastic total of **over 2,700 responses from sport organisations from 115 different countries** including all member

states of the European Union. Around 19% of the responses came from countries outside the EU-27.

The survey has been a great success and demonstrates a high level of interest from sport organisations on the issues around volunteering and skills development. It is interesting to underline that 92.8% of respondents recorded that they had experience of being sport volunteers themselves.

Type of respondent organisations

Nearly two thirds of responses came from sport clubs and associations (62.7%) and almost a fifth (18.7%) from sport federations which represents a total of over 86%. These grassroots organisations were the primary target groups since they have the most direct engagement with sport volunteers.

74 different sports were represented in the sample with athletics, football, judo and rugby union the most common sports covered by respondents' organisations.

The majority of respondents identified their organisations as "not for profit voluntary or charitable organisations" (82%) and the largest



proportion of respondent organisations (38.9%) had no paid employees at all, and a further 25.8% said they employed only 1-4 paid employees.

Engagement of sport volunteers

Over two thirds (68.9%) of respondent organisations said they “often” engaged sport volunteers with a further quarter (24.2%) saying they did so “occasionally”. Only 6.9% said “never”. This would suggest the respondents had sufficient experience of deploying sport volunteers to provide valuable answers to the survey.

Views on the impact of Covid-19

Given the impact of Covid on sport participation during the pandemic, the survey also asked respondents about both the current situation (summer 2022) and their predictions for the future in relation to sport volunteering.

From the survey, 35.8% of respondent organisations agreed that numbers of sport volunteers had decreased compared to before the pandemic’s start, 53.9% reported that sport

volunteer numbers had remained the same and 10.3% thought numbers had actually increased. However, when asked about the future, whereas 37.7% thought sport volunteering would return to pre-Covid levels and 15.4% predicted that sport volunteering would increase above pre-Covid levels, a total of 21.5% of sport organisations thought it may decrease.

Opinions on the value of volunteering to sport organisations

Respondents were asked to indicate their level of agreement with 11 statements on the value of sport volunteers.

These are the 5 statements which gained the highest support from respondents:

1. Help provide activities which the organisation could not provide without volunteers (82.2%)
2. Provide sport organisations with energy and enthusiasm (60%)
3. Provide logistical support (58.7%)
4. Bring in new participants for sport activities (49.6%)
5. Help build relationships with the local community (41.7%)

Opinions on the main reasons for people to become sport volunteers

In this section of the questionnaire, respondents were asked to show their level of agreement for 15 statements about possible reasons why people volunteer in sport.

The following statements represent the top 5 statements:

1. Be involved in a sport or activity they are passionate about (84.8%)
2. Feel needed, valued and part of a team (68%)
3. Meet people and make friends (43.6%)
4. Have fun (41.4%)
5. Gain new knowledge and skills (37.2%)

Moreover, from the survey, 98.4% of respondent sport organisations agreed that sport volunteering contributes positively to volunteers' personal development and 96.7% agreed that volunteering helps volunteers to develop new skills and competencies.

Opinions on the main barriers for people to become sport volunteers

Respondents were asked to select one or more barriers which they believe may deter people from becoming sport volunteers. The biggest perceived barrier is the *"Lack of time to take part in volunteering"* (71.5%) which received almost twice the level of support than any other possible barrier. The second most selected barrier was the *"Lack of recognition as a volunteer"* (36.6%), followed by the *"Lack of financial resources from potential candidates to take part in volunteering"* (34.6%). It is also interesting to note that the *"Lack of information about volunteer roles and tasks"* (31.5%) was mentioned several times.

Recruitment of Sport Volunteers

The survey identified the attributes and skills which sport organisations value for a number of specified volunteering roles. When recruiting sport volunteers, respondent organisations favour attributes, in particular motivation, reliability, passion about the sport, adaptability and ethics, and broad transferable skills such as organisational and people skills. Technical skills only tend to be needed in the case of administration/management, coaching and officiating volunteer role.

In terms of level of difficulty, 81.8% of the respondents said that they found difficult to find and engage sport volunteers with the right skills and attitudes.



Skills acquired through
Volunteering in Sport

Of the seven roles, the levels of difficulty in finding and engaging sport volunteers were as follows:

1. Officiating (71%)
2. Board/Committee members (68.6%)
3. Coaching/Training/Instructing/Leading (66.9%)
4. Maintaining sport equipment/facilities (64.6%)
5. Supporting day-to-day sport organisation activities (60.1%)
6. Organising/helping to run sport events (55.9%)
7. Administration/Management (50%)

Recruitment seems to present difficulties for all the sport volunteer roles.

When asked about the types of difficulties respondent's organisations encounter when recruiting sport volunteers, two stand out above the others, *"Not enough people interested in doing this type of role"* (62%) and *"Low number of applicants generally"* (59.6%). The next highest was *"Low number of applicants with the required attitude, motivation or personality"* (39.4%).

Training of Sport Volunteers

Only a small minority of sport organisations which took part in the survey regularly review the skills needs of their volunteer workforce and therefore have little to help them to prioritise and plan appropriate training. The main barriers to training seem to be the *"lack of a training budget"* and the *"lack of time and capacity for training"*.

When training is provided, it tends to be infrequent, and to be delivered by sport organisations themselves and their federations. From the survey, it appears that training is mainly provided to volunteers in coaching and officiating roles with some induction training for volunteers running/supporting events. There is little evidence of induction or ongoing training for the other volunteer roles.

Management of Sport Volunteers

The V4V survey was helpful in revealing some of the realities associated with volunteer management. Almost two thirds (60.1%) of respondents identified some level of difficulty when managing sport volunteers. By far the most frequently selected option identified as the

main problems was *"Volunteers are not always available when we need them"* (82.1%). This was reinforced by the two next most frequently selected options *"Volunteers do not have the same motivation as paid staff"* (24.9%) and *"It is difficult to maintain communication links with volunteers"* (24.8%).

Retention of Sport Volunteers

Concerning retention difficulties, 59.6% of sport organisations indicated they experienced *"some difficulties"* with a further 10.9% selecting *"a lot of difficulties"*. Only 24% chose *"no difficulties"*.

When asked which volunteer roles presented retention difficulties, by far the most selected role was *"Organising or helping to run sport events"* (59.6%).

Respondents to the survey provided more insights when they were asked about reasons for retention difficulties. The two most frequently selected reasons were *"time constraints"* (76.9%) and *"changes in volunteer personal circumstances"* (56.2%). These were followed by *"volunteers do not feel the long-term benefits of volunteering"* (31.1%) and *"volunteers do not feel their contributions are recognised and celebrated"* (30.6%) to explain the difficulties in retaining sport volunteers.

Next steps

By examining the main demographic features and characteristics of the sport volunteering workforce and the challenges discovered through the survey, the V4V partnership will pursue the work through the development of emerging conclusions and a series of potential recommendations on how the recruitment, training, management and retention of sport volunteers could be improved in the future to the benefit of sport organisations, volunteers themselves and society as a whole.

These will be published in a *"Comprehensive Mapping of the European Sport Volunteering Workforce"* as one of the key outputs of the V4V project in 2023 and all findings will be used to develop practical guidance and online toolkits for sport organisations and sport volunteers to improve their recruitment, training, retention and progression.



FOCUS ON THE FINAL OUTPUTS OF THE CHANGE PROJECT

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

To be competent in their work, the Sport for Development workforce needs a complex mix of sport, community, and social work skills. The field is young and growing, however, and before the CHANGE project no standards of practice and few educational routes were available to its workforce. The CHANGE project funded through Erasmus+

Sport which gathered 9 expert partners from the sector, had the goal to identify and define skills and competences needed by the workforce for sport to act as a tool for the development of people and society in Europe. The CHANGE partners delivered a systematic exploration of employment, education and skills in the field of sport for development.

CHANGE was an example of the full implementation of the EOSE 7-Step Model for Lifelong Learning in a specific part of the overall sport sector.

We can highlight the innovative outputs of the CHANGE project which exist to support the development of the workforce.

1. Research Report and Occupational Map for sport for development in Europe



Based on a programme of desk research and stakeholder interviews the **CHANGE Research Report and Occupational Map** defines sport for development as an occupational sector. It includes chapters on evolution of Sport for Development, economic and social value, types of organisation, organisational structures, occupations, key competences, recruitment, and emerging trends in sport for development.

2. Occupational Descriptors for sport for development positions in Europe

The **CHANGE Occupational Descriptors** identify key tasks, responsibilities, skills and attributes as well as knowledge, qualifications and types of contracts for the roles of Coordinator and Activator – which are the two major roles examined through the CHANGE project.



3. Functional Map for sport for development in Europe

The **CHANGE Functional Map for Sport for Development** outlines all the main functions Coordinators and Activators must be able to carry out to be competent in their job roles. It begins with the Key Purpose for Sport for Development provided by the CHANGE partners:

WORK COLLABORATIVELY TO STIMULATE POSITIVE CHANGE IN THE LIVES OF INDIVIDUALS AND COMMUNITIES THROUGH THE INTENTIONAL USE OF SPORT AND PHYSICAL ACTIVITY

4. Competence Framework of Occupational Standards for Sport for Development in Europe: Good Practice Guidelines for Practitioners

The purpose of the **CHANGE Competence Framework** is to provide the field of Sport for Development with clear and well-researched good practice benchmarks which will raise levels of competence and improve the work of S4D practitioners and therefore the lives of the communities and individuals with whom they work. The analysis technique was Functional Analysis, an essential component of EOSE's 7-Step Model for Lifelong Learning.

5. Training Handbook for sport for development in Europe: Resources for Upskilling the Workforce

The purpose of the **CHANGE Training Handbook** is to help Sport for Development organisations, educators and trainers to design and deliver. Education and training which will raise levels of competence and enhance good practice in the field. The Handbook contains a framework of attributes, skills and knowledge (ASK) and 25 sample module outlines with learning outcomes based on the Occupational Standards.

6. Implementation and Sustainability Plan for sport for development in Europe

The **Implementation and Sustainability Plan** is intended to provide a launch pad for the dissemination and use of the products for at least five years into the future. Implementation and sustainability reinforce the continuity of the final outputs and safeguard their legacy into the future. The goal of the Guide is to outline sustainability measures for the CHANGE project culminating in a Sustainability Strategic Action Plan outlining 13 aims with timing, audience activities and responsible organisations.



View and download the CHANGE final outputs at: www.change-sport.eu



EOSE'S MEMBERS CAPACITY BUILDING WORKSHOP ON OCCUPATIONAL STANDARDS IN SPORT

Aligning education and training with the realities and expectations from the sport labour market is core to EOSE's work and its overall mission.

Occupational standards are recognised to give the essential bridge between the worlds of employment and education. They are a core element in the EOSE's Lifelong Learning Strategy for Sport, known as the 7-Step Model (see page 32), and EOSE has developed a solid expertise in developing occupational standards for several areas of the sport sector.

In the past, EOSE has researched and developed occupational standards for Sport Administration, Sport for Development, Sport Officiating, Golf and

for WADA's Global Learning and Development Framework.

Occupational standards define all the key functions a person should be able to do in an occupation/role (paid or voluntary), the standard of performance for each function, and the set of knowledge and skills the person needs to be competent.

Key organisations such as the European Commission, CEDEFOP, UNESCO and the UN agree that occupational standards are an excellent tool to develop competency-based education and training programmes and reinforce excellent performance in the workplace.



In its role of European Civil Society and Network Organisation, EOSE took the initiative to organise a specific workshop focusing on the concept of occupational standards in sport. Restricted to members, this 2-hour event chaired by Geoff Carroll, EOSE Director of Skills Development, was organised online on 07th of October 2022 and gathered 16 participants from 11 different countries. A mix of organisations were represented (e.g., universities, sport for all organisation, research institute, sport employer organisation).

The ambition of this first ever EOSE capacity building workshop was to increase the level of awareness and understanding of national members

on the concept of occupational standards, and stimulate them to think about how they could use such standards to ensure a close relationship between the needs of the sport labour market and the training offer.

The workshop was very successful with a lots of interest and interactions from members so it was agreed that further capacity building workshops will be organised in the near future and the next themes will be decided in consultation with the network of members.



PUBLICATION OF LATEST EUROPEAN SPORT LABOUR MARKET STATISTICS

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

EOSE is delighted to confirm that the sustained dialogue with Eurostat and National Statistics Offices made it possible to collate latest statistics for the sport labour market for the full year 2020. These statistics have been gathered, analysed and we are now pleased to be able to present them for consideration to the sport sector. Due to a change of methodology the statistics for the year 2021 are not yet available and will be published during the first quarter 2023.

The following are some of the main findings and the possible impact of the pandemic from official sport employment statistics:

(Note: UK is included in the data for 2020)

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



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

It appears from the 2020 data that the sport sector has lost a lot of the female sport workforce and a lot of its young workers which has implications for the future of the sector. Indeed, the reduction in young female sport workers in 2020 was 17.5% which is by far the most impacted segment of the sport labour market. To address this gender and age imbalance, more young people and women will need to be attracted to work in the sector, which means they will need to be trained with the right skills and given more support to enter employment in sport. The same focus to train more people to

work in the sector could be aimed at people with low educational attainment and those interested in part time work as those categories have also decreased in numbers of people employed in sport since the beginning of the pandemic.

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

EOSE has been sharing and discussing these findings with the sector including EOSE members at the General Assembly and Members Seminar 2022 in Bucharest (Romania).

SPORT LABOUR MARKET STATISTICS - LATEST PUBLICATIONS

- ✓ **The European Research Report** presents the sport employment data for the period from 2011 to 2020 with detailed discussion and analysis.
- ✓ **The European Fact Sheet** summarises key facts using graphics, showing the trends in the sport workforce from 2011 to 2019 and the changes from 2019 to 2020 which can be accounted for by the pandemic.
- ✓ **The 28 National Fact Sheets** present the available data at the national level.

More information at: www.eose.org



#HealthyLifestyle4All

#BEACTIVE

EOSE SUPPORT FOR THE EUROPEAN COMMISSION #HEALTHYLIFESTYLE4ALL INITIATIVE

#HealthyLifestyle4All is the European Commission's two-year campaign that aims to link sport and active lifestyles with health, food and other policies.

This major initiative showcases the European Commission's commitment to promoting healthy lifestyles for all, across generations and social groups, noting that everyone can benefit from activities that improve health and well-being.

To promote a broad outreach, uptake and ownership of healthy lifestyles across society, the European Commission is involving the sport movement at national, European and international level; including state authorities (ministries), cities & regions (local governments) and civil society organisations.

The #HealthyLifestyles4All initiative is based on three pillars:

1. **Increased awareness of a healthy lifestyle across all generations**
2. **Easier access to sport, physical activity and healthy diets, with special focus on inclusion and non-discrimination to reach disadvantaged groups**
3. **Teaming up for a holistic approach to food, health, well-being and sport**



EOSE was delighted to be asked by the European Commission Sport Unit to support this initiative by creating and implementing a specific pledge to promote healthy lifestyles. The EOSE Executive Board agreed to provide support through a pledge which uses the power of the EOSE membership to showcase and raise awareness of **good practice examples of actions to promote healthy lifestyles at the national level.**



The collected national case studies are being promoted and shared widely using the EOSE communications platforms (website, newsletter, social media etc).



The EOSE pledge was submitted and accepted by the European Commission, and it was formally signed by Board Member Thierry Zintz, in the presence of Mariya Gabriel, European Commissioner for Innovation, Research, Culture, Education and Youth at the EU Sport Forum in Lille, France in June 2022.

National case studies submitted by EOSE members can be related to any topic which aims to increase healthy lifestyles at the national level.

By the end of 2022 national case studies have been received from EOSE members in 6 countries. This initiative will continue with further case studies gathered and promoted in 2023.

EOSE AND ITS MEMBERS ARE PROUD TO SUPPORT #HEALTHYLIFESTYLE4ALL.



#HEALTHYLIFESTYLE4ALL

**6 NATIONAL CASE STUDIES RECEIVED
FROM EOSE MEMBERS IN 2022**



IRELAND
ACLÚ: Empowering recovery in enduring mental illness



MALTA
Physical activity sessions for persons at risk of marginalisation



BELGIUM
The Play Unified sport campaign



LATVIA
Mamanet in Latvia



SPAIN
2020 Inclusive Games



HUNGARY
"More than a club" health-oriented sport clubs



More information at: <https://sport.ec.europa.eu/initiatives/healthylifestyle4all> and <https://sport.ec.europa.eu/healthylifestyle4all/pledges>



Raising the growth and participation
of female sport officials in Europe



WINS RESEARCH PRESENTS NEW FINDINGS FOR GENDER EQUALITY IN SPORT

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 = NO SPORT.

But players and spectators also need sport officials who are representative of the wider population and provide role models for all aspiring young people.

The overall ambition of the EU funded WINS project is to address gender equity in officiating by undertaking comprehensive research activities into the problems facing female sport officials and producing practical solutions which can support the organisations responsible for their recruitment, retention and development.

During the WINS project so far, four phases of research have been undertaken – a comprehensive literature review, WINS partners' own desk research, interviews with key officiating stakeholders and the first ever European-wide survey of female sport officials.

There was a fantastic response to the research from the sector, with 3264 responses to the WINS survey from female officials in 64 different countries around the world.

The full research report will be published early in 2023, which will be of interest to anyone interested in the development of sport officiating and will add new knowledge to the area of gender equality in sport in Europe.

The research results will also provide a solid evidence base for the other outputs of the WINS project, especially the innovative online toolkit for the recruitment and retention of female sport officials.

Some of the headline results of the survey are as follows:

- Female officials who completed the WINS survey are generally quite happy, demonstrating a great enthusiasm and passion for officiating
- Being part of a support network such as an officiating community is particularly important to women officials



- Around half of the survey respondents disagreed that training and development is targeted at female officials
 - More development of female training instructors is required
 - Support through mentoring requires attention - the majority of female officials did not have a mentor but would like to have one
 - Officiating kit produced specifically for women is not provided for two thirds of female officials who filled the WINS survey
 - Childcare is not routinely provided for female officials – Only 36% of female officials felt that childcare is adequately considered
 - Among the sample, abuse does not appear to be common towards female officials as a group
 - The majority of female officials are not thinking of leaving in the next 12 months. Although if they are thinking of leaving, time commitments, and a lack of support from officiating organisations are two of the primary reasons.
- considered through the presentation of results, with associated analysis and discussion.
- Recruitment and retention
 - Motivation to officiate
 - Workforce characteristics
 - Development pathways
 - Positive action and promotion of opportunities
 - Training, development and mentoring
 - Abuse towards women officials
 - Discontinuation and attrition
 - Women officials and the culture of sport
 - Facilities and clothing
- The WINS partners are excited to present the full results to the sport sector and encourage more debate on how sport can attract and retain more female sport officials through practical solutions.
- 2023 is the final year of the WINS project and will see the publication of the Research Report as well as other indispensable tools for the engagement of female sport officials.

The data collection process generated through the WINS research generated a number of key themes and within the Research Report each of these is

 Further information on pages 44 - 45 or at: www.wins-sport.eu



FOR THE EXPERTS

EOSE

EXPERTISE

IN BRIEF

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

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

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

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

A FOCUS ON SKILLS AND WORKFORCE DEVELOPMENT INITIATIVES

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



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



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



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



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



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



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

Definition from the Council of Europe

EXPECTED IMPACT OF EOSE WORK PROGRAMME ON EUROPEAN SOCIETY



HEALTH
Active citizens



EDUCATION
Innovative learning



EMPLOYMENT
Jobs creation



**COMMUNITY
DEVELOPMENT**



**SOCIAL
INCLUSION**

SKILLS & WORKFORCE DEVELOPMENT
IN THE SPORT SECTOR ACROSS EUROPE

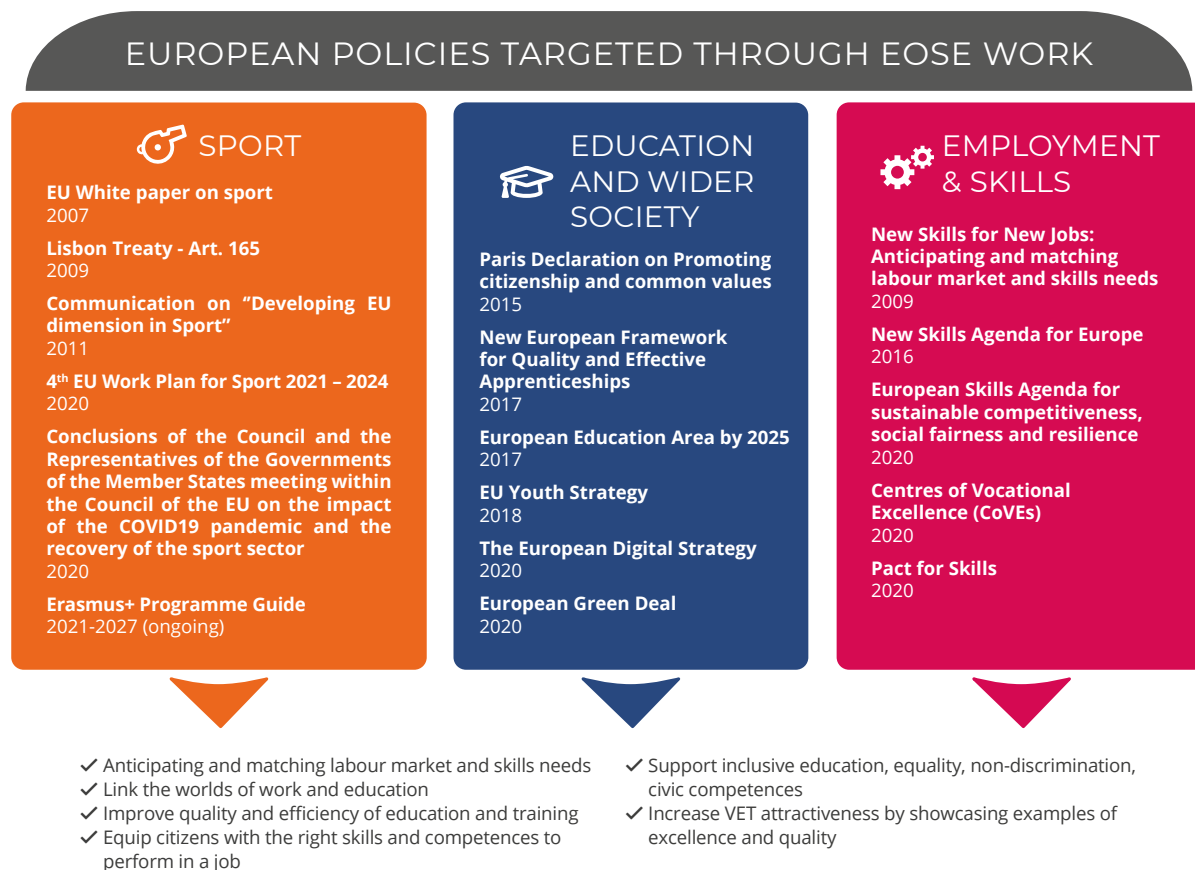


WORK PROGRAMME
2021-2023

EOSE VISION FOR THE SECTOR :

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

BUILDING ON EXISTING OPPORTUNITIES BY LINKING WITH EU POLICIES AND TOOLS



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

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

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

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

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

legitimacy. It has therefore been a core part of EOSE work programme to disseminate information on EU policies in the field of sport, employment and education, and to develop and implement a long series of European funded projects through the past twenty 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 29).

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

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

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

model to reform golf education and training.

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

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

ZOOM⁺
+ 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 2022, **27 655 pages** have been viewed **(+3.7%)** from **16 419 new users (+41%)**.

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: **661 followers (+17%)** on LinkedIn in 2022 and **1 324 followers (+4%)** on Twitter in 2022.

TWITTER :
@EOSE_skills



LINKEDIN :
EOSE





E-BULLETINS

Every 2 months a special insight into the EOSE world:

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

KEY FIGURES:

6 EDITIONS of the e-bulletin sent in 2022 to an audience of over 1 287 individual subscribers. (Average open rate 31%).



SIGN-UP



PROJECT WEBSITES

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

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



EOSE PROJECTS

www.projects.eose.org

FOOSE IN EUROPEAN PROJECTS



EOSE IN EUROPEAN PROJECTS

BACKGROUND

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

During the year 2022, EOSE has coordinated several ambitious European 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.

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.

Moreover, EOSE has developed a successful transnational application under the Erasmus+ Call for Proposals Capacity Building in the field of Sport 2022 that will start early 2023 for a duration of 2 years.

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"*.

Last but not least, EOSE has also been actively involved as official partner in collaborative transnational projects led by other organisations with the overall purpose of developing the sector and tackle some of the identified realities and challenges.

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.

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

- Coordinated and led by EOSE
- Submitted in 2022 but starting in 2023 (New)
- Supported by EOSE as partner.



Skills acquired through
Volunteering in Sport

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: | European Observatoire of Sport and Employment (EOSE) |
| 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 began in January 2021 is to analyse the sport volunteer workforce, to highlight the set of realities and challenges which cannot be ignored around volunteering, to improve recruitment, management and retention and to create an innovative

online tool which showcases their skills and competences to potential employers and education providers.

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

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

Following a wide desk research for relevant information related to volunteering in sport and a series of interviews with sport volunteers to get a better grasp of their experiences and perspectives (2021), EOSE and the partners prepared and conducted in 2022 a Global Skills Survey on Sport Volunteering aimed at sport organisations.

The survey has been a great success with over 2,700 responses from sport organisations from 115 different countries and it demonstrates a high level of interest from sport organisations on the issues around volunteering and skills development.

The partnership has now synthesised the main findings of the survey to produce the "Comprehensive Mapping of the Sport Volunteering Workforce in Europe" that will be published in 2023.



Further information about the project can be found at: www.v4v-sport.eu



V4V is not just a research project. The next stage is for partners to use the key findings to build two practical online tools:

- ✓ One for sport organisations to assess their own effectiveness in engaging, retaining and deploying volunteers and providing access to a rich repository of good practice guides, case studies and learning materials
- ✓ The other tool will aim at sport volunteers themselves so that they can reflect on the competences, skills and attributes they have gained through sport volunteering and make these visible in a way which will help them to enhance their CVs for example for job applications and entry into further education ●

MAIN EXPECTED OUTPUTS:

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

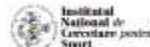
COORDINATOR:



FUNDER:



PARTNERS:





EMERGING FORMS OF EMPLOYMENT IN THE SPORT SECTOR IN EUROPE

| | |
|-----------------------------|---|
| 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: | European Observatoire of Sport and Employment (EOSE) |
| 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 which ended on 31 December 2022 offered an effective way of researching and presenting these new forms and patterns of employment in sport, and gave the opportunity to identify 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 24-month FORMS project had the ambition to analyse the emerging picture, meet its challenges and have a positive impact, in particular by continuing to promote a flexible and inclusive labour market, clear career pathways with concrete job opportunities, and to seek to ensure that those working and volunteering in sport are equipped with the necessary skills and knowledge to perform in their positions through fit for purpose education.

During the first phase of the work programme, all partners were actively involved in the desk research and analysis of emerging forms of employment in the sport sector and other sectors in Europe. This phase underlined concrete evidence that new forms of employment were indeed emerging both in sport and in related sectors such

as education, hospitality and retail with a strong potential for their transfer into sport. In some countries these were well-supported by employment law, but in others the legal environment made their adoption difficult if not impossible.

The partners then organised a series of national consultation roundtables during the first semester of 2022 to engage national key stakeholders, share the latest employment statistics, discover stakeholder needs, evaluate the new forms of employment for relevance to their national contexts, identify good practices and explore priority actions at organisational, regional and national levels to make them a reality.

The meeting approved the final version of the research report which explored the employment challenges facing the sport sector, in particular the recruitment, retention and professionalisation of the workforce and how new forms of employment



Further information about the project can be found at: www.forms-sport.eu



(for example, employee sharing, casual work, interim management and collaborative employment) can better match supply and demand, increase flexibility and create better employment conditions for both employers and employees.

A final publication *“Towards innovative ways of thinking about sport employment in Europe”* integrates all project’s findings and showcase a dozen of concrete national case studies of emerging forms of employment identified from sport and related sectors. Whilst promoting new approaches to employment, the case studies give a balanced evaluation of the advantages and disadvantages for employers and employees. The final section of the publication presents a number of recommendations aimed at easing the recruitment and retention of skilled sport workers and furthering the professionalisation of the workforce. Target audiences include the European Commission, national governments, sport federations and clubs and other key stakeholders in our sector ●

MAIN EXPECTED OUTPUTS:

- ✓ A desk research on the emerging forms of employment in the sport sector
- ✓ A Summary Paper presenting and describing the emerging forms of employment in the European sport sector
- ✓ National Consultation Round Tables on the emerging forms of employment in sport
- ✓ A final publication *“Towards innovative ways of thinking about sport employment in Europe”* gathering case studies and series of recommendations on the emerging forms of employment in sport.

COORDINATOR:



FUNDER:



PARTNERS:





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

| | |
|-----------------------------|--|
| Full Title: | EDUGOLF - "Modernising education and training to meet the changing skills needs of golf 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 : | 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 are central to the project. Indeed, through the project

it is emphasised that golf can be accessible and beneficial to all.

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

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

2022 was the second year of the project and the research activities were concluded during the year which included an online survey of golf organisations and interviews with employers.

A Research Report on changing realities and tendencies of the golf labour market and education requirements has been produced to increase understanding about the current situation regarding golf in Europe and key issues for the future of golf. The partners also worked intensely in 2022 on the development of new Occupational Standards for professionals in golf, with a focus on the key areas of coaching and management. This new competency framework of standards will be an invaluable output of the project.

2023 will see the final activities of the project explore education and training requirements for golf in Europe and test new e-learning courses. National golf education workshops will also be organised in 7 countries.

The final activity of the project in 2023 will be to produce a guide to sustainability to ensure the long-term implementation of the project outputs ●



Further information about the project can be found at: www.edugolf.eu



MAIN EXPECTED OUTPUTS:

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

COORDINATOR:



TECHNICAL
LEAD :



FUNDER:



PARTNERS:





Raising the growth and participation
of female sport officials in Europe

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 is to address gender equity in sport officiating by undertaking comprehensive research into the issues affecting female sport officials and producing indispensable innovative products

to support organisations who are responsible for the recruitment and retention of female officials.

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

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

This is vital to ensure the development of sustainable outputs aligned with the realities and expectations of the sector, and a high level of consultation and dissemination activities organisations

to take forward gender equality in sport in this key occupation/role.

2022 was the second year of the project and saw the conclusion of the research phase. The output related to the research is the "European research report on gender and sport officiating" and this will be published in early 2023, including the results of the first ever Europe-wide survey of female sport officials, which had 3248 responses from countries all over Europe and the world. 2022 also saw good progress with the compendium of good practice examples for the engagement of female sport officials.

2023 is the final year of the project and the focus of the partners will be to produce an online toolkit to support the recruitment and retention of female sport officials, and a guide to mentoring and leadership. There will also be 3 WINS national workshops and a final conference to present the results of the project to the sector ●



Further information about the project can be found at: www.wins-sport.eu



MAIN EXPECTED OUTPUTS:

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

COORDINATOR:



FUNDER:



PARTNERS:





AN INITIATIVE TO DEVELOP THE CAPABILITIES OF ANTI-DOPING PRACTITIONERS AND THE EFFECTIVENESS OF ANTI-DOPING ORGANISATIONS

| | |
|-----------------------------|---|
| Full Title: | GLDF4CLEANSPORT - "Innovating and harmonising the global approach to learning and development to enhance the skills and competencies of anti-doping practitioners and the effectiveness of anti-doping organisations" |
| Funded under: | Erasmus+ Sport Programme - Collaborative Partnership - Call 2021 |
| Duration: | 36 months (from 1 st October 2022 to 30 th September 2025) |
| Project Coordinator: | European Observatoire of Sport and Employment (EOSE) |
| Partnership : | 9 organisations from 8 countries |

Doping poses a fundamental threat to the integrity and values of sport. At the heart of the efforts contributing to keep sport clean are the people working hard across a range of organisations. To successfully lead and implement their anti-doping programs and initiatives, they need to be equipped with the right competencies and skills.

However, the development of practitioner capabilities in Europe and across the world is currently not standardised nor harmonised. As the global leading authority in anti-doping, WADA's strategic initiative is to design and implement a Global Learning and Development Framework (GLDF) for the anti-doping workforce, to improve their professionalism and enhance their capabilities.

In line with the priority "Grow Impact" in the WADA's 2020-

2024 Strategic Plan, the GLDF4CLEANSPORT project launched in October 2022 has the overall ambition to enhance the skills and competencies of anti-doping professionals as well as the effectiveness of anti-doping organisations in Europe and globally.

The overall ambition of the project is to make a positive impact on the quality of work of these practitioners as well as the organisations for which they work.

Coordinated by EOSE in partnership with the World Anti-Doping Agency (WADA), the project partnership brings together a unique combination of five National Anti-Doping Organisations (from Austria, Denmark, France, the Netherlands, and Poland) and 2 International Sport Federations (Athletics and Rugby).

Through the GLDF4CLEANSPORT project, the partners will implement the EOSE 7-Step model for lifelong learning and apply this methodology to the area of clean sport (anti-doping). The project is aligned with EU policies in sport, education and employment, in particular promoting education in and through sport with a focus on skills development.

The first partner meeting was hosted by the National Anti-Doping Agency Austria (NADA Austria) in their offices in Vienna on 18th and 19th of October 2022. The agenda provided the opportunity for representatives to meet for the first time in person, establish effective working relationships, become fully familiar with the methodology and work programme for the project which will conclude in September 2025 and plan next actions ●



Further information about the project can be found at: www.gldf4cleansport.eu

WADA's 2020-2024 Strategic Plan: <https://www.wada-ama.org/en/who-we-are/strategic-plan>



MAIN EXPECTED OUTPUTS:

- ✓ Researching the size, features and occupations in the anti-doping workforce
- ✓ A functional map for the global anti-doping system
- ✓ Professional Standards for four targeted anti-doping roles (*Testing Officer/Manager; Compliance Coordinator; Major Event Organizer Officer/Manager; and Government Official/Advisor*)
- ✓ Competency-based curricula and blended learning modules for each targeted role, and organising a series of pilot training seminars
- ✓ Innovative online tools for anti-doping practitioners to analyse their training needs and for organizations to evaluate the quality of their existing training

COORDINATOR:



TECHNICAL
LEAD :



FUNDER:



PARTNERS:



NEW INITIATIVES FOR 2023

S2ABC

ENHANCE THE SKILLS OF SPORT ADMINISTRATORS TO BUILD CAPACITY OF SPORT ORGANISATIONS IN THE WESTERN BALKANS

| | |
|-----------------------------|---|
| Full Title: | S2ABC - "Enhance the skills of sport administrators to build capacity of sport organisations in the Western Balkans through innovative training and development activities" |
| Funded under: | Erasmus+ Sport Programme - Capacity Building in the Field of Sport - Call 2022 |
| Duration: | 24 months (from 1 st January 2023 to 31 st December 2024) |
| Project Coordinator: | European Observatoire of Sport and Employment (EOSE) |
| Partnership : | 7 organisations from 6 countries |

"Sport administration embraces the processes and/or activities of running an organisation operating within the sport sector at all levels; it includes a variety of tasks across a wide range of functions in accordance with the purpose and direction of the organisation. More specifically, Sport Administration functions are implemented by all those individuals, both paid and unpaid (volunteers) who work to ensure the effective running of a sports organisation".¹

Sport Administration includes skills and competences that enable individuals to coordinate, manage, market, organise and deliver sport. People who work in these roles are crucial to the modernisation of sport organisations and require a new set of skills to meet new roles and expectations for sport at the national and European level.

To survive in today's rapidly changing competitive environment, sports organisations need to constantly change and renew their products, services and methods.

The general objective of S2ABC is to support the sport sector in realising its full potential by enhancing the skills of sport administrators and strengthening their future employability and personal development through innovative training and development activities, as well as to raise the capacity of sport organisations in the Western Balkans.

A unique partnership of two organisations from the European Union and five from the Western Balkans, including three National Olympic Committees and three universities will begin the project in January 2023 with a phase of consultation

and research into the capacity building and skills requirements of sport organisations and administrators.

Coordinated by EOSE, the partnership will then develop and deliver two fit-for-purpose European Courses on Sport Administration using a blended learning approach.

A total of 70 sport administrators from the Western Balkans (Albania, Kosovo, Montenegro, North Macedonia) and the European Union will be trained through the project. Participants will also have the opportunity to take part in two in-person national visits at the start and end of their Course to share knowledge about different sport systems, enhance understanding of EU institutions and policies, and learn about different countries and cultures.



Further information about the project can be found at: www.s2abc-sport.eu

¹ Definition of sport administration from S2A-Sport project (2018)



A programme of evaluation activities and the development of a Sustainability Action Plan will create the conditions for long term impact of the S2ABC project. A network of sport administrators from various sport organisations having experienced concrete transnational learning mobility activities through training and national visits will be established to maintain the momentum from the project and encourage long term networking, collaboration and knowledge sharing.

S2ABC will be an exemplar project for capacity building in the field of sport, with a focus on the region of the Western Balkans, targeting those people responsible for running sport organisations at all levels known as sport administrators ●

MAIN EXPECTED OUTPUTS:

- ✓ Preparation, development and delivery of the S2A Advanced European Course on Sport Administration
- ✓ Preparation, development and delivery of the S2A European Course on Sport Administration
- ✓ Development of a Sustainability Action Plan

COORDINATOR:



FUNDER:



PARTNERS:



UCLouvain



EUROPEAN PROJECTS 2022

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 European funded projects and collaborative initiatives led by other organisations and partners from the sport and physical activity sector.

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

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

Q 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 2022.

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

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



IMPROVING THE EFFECTIVENESS OF SPORT MANAGER EDUCATION AND TRAINING

Full Title: DSMLE - "Developing Sports Managers and Leaders Across Europe"
Funded under: Erasmus+ Sport Programme
Duration: 2.5 years (from 1st January 2021 to 30th June 2023)
Project Coordinator: Cardiff Metropolitan University

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

DSMLE is coordinated by Cardiff Metropolitan University in Wales and brings together six European Universities, a European Association and a UK professional body as well as EOSE to cooperate on innovative research into the initial education, career development and continuing professional

development of sport managers in all sectors – Community Sport, Elite Sport, Public, Private, Not-for-Profit and Voluntary – across Europe.

The overall aim of DSMLE is to create a shared understanding of good practice in designing sport management qualifications, curricula and technical training through stronger collaboration between Higher Education Institutions, training providers and sport employers.

DSMLE's specific objectives are:

1. Investigating best practice in higher education in nurturing sport management students' employability, career development, enterprise skills and intentions across the EU and with global benchmarks.

2. Measuring pre-professional sport management students' attitudes towards career intentions and career readiness, including self-assessing their current skills and competences.

3. Measuring practising front-line, middle and top managers' attitudes to career development and the effectiveness of talent development pathways, including self-assessment of their competences.

4. Investigating the career trajectories of top executive sport managers and looking specifically at how education, career choices and critical experiences shaped their path to success.



Further information about the project at: www.easm.net/developing-sport-managers-leaders-in-europe



5. Developing a digital toolkit based on good practice principles for developing learner employability through higher education and training curriculum design and delivery which matches labour market expectations.

6. Developing policy recommendations for government, federations and associations

which are involved in sport employability and workforce policy formulation (local, regional and international level).

Progress have been made towards the main strands of research, including best practice in higher education, surveys of students and practising managers, life history interviews with top executives and the

development of a digital toolkit of resources.

Partners have started the process of developing policy recommendations for governments, federations and education providers that will be presented at a final summit conference in mid-2023 ●



COORDINATOR



FUNDER

EOSE ROLE AS PARTNER:

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



A NEW TRANSNATIONAL INITIATIVE TOWARDS BETTER INCLUSION IN SPORT

Full Title: BEST - "Better Sport Through Inclusion"
Funded under: Erasmus+ Sport Programme
Duration: 3 years (from 1st January 2022 to 31st December 2024)
Project Coordinator: European Association for Sport Employers (EASE)

The BeST project has been developed as a response to the ESSA-Sport project coordinated by EOSE and which underlined the need for a more inclusive workforce within the sport sector in Europe. The work programme of this new initiative has been developed to consider and enhance the level of inclusiveness and diversity of the sport workforce in Europe around 3 axes which are gender, age and disability.

The objective of the 36-month project is to research the realities and challenges of the current sport labour market, to identify potential case studies and good practices, and to provide concrete set of recommendation to support and encourage sport organisations to target an inclusive workforce of paid staff and volunteers.

Coordinated by the European Association of Sport Employers

(EASE), the partnership gathers 12 organisations committed to support, promote and encourage the inclusiveness and the diversity of the workforce for sport sector.

To meet these objectives, the BeST project will implement the following activities:

- Assess the barriers to a more inclusive workforce for the sport sector in terms of gender, age, and disability
- Identify the existing best practices / case studies in terms of policy for a more inclusive workforce for the sport sector
- Address the inclusiveness of the sport workforce with concrete policy recommendations and priority actions in line with the economic reality of the sport sector

- Produce relevant tools to act concretely for a more inclusive workforce for the sport sector.

Following the kick off meeting organised in Paris in June 2022, partners have been working together to prepare and deliver a series of 3 online European Round Tables to focus and discuss the topic of inclusiveness for the sport workforce – one on gender, one on age, and one of disability.

The partners will now pursue the active research for existing case studies / good practices, will carry out a series of national consultations to exchange and discuss with main stakeholders, and will then provide a series of concrete recommendations and priority actions regarding the engagement of women, young people and people with disabilities in the sport sector ●



Further information about the project at: www.easesport.eu



COORDINATOR



FUNDER

EOSE ROLE AS PARTNER:

- ✓ Support project management and coordination
- ✓ Share latest statistics about the sport labour market in Europe
- ✓ Contribute to the production of recommendations
- ✓ Active dissemination and promotion



SOME EVENTS



EOSE

EVENTS

BACKGROUND

The last two years only gave the possibility to arrange virtual national and international events due to the pandemic so we were delighted to be able in 2022 to organise some face-to-face meetings gathering members and partners. Some events were still organised online but a majority was face-to-face in 2022. Moreover, we have also been able to participate in some face-to-face workshops and conferences.

Organising events and attending conferences and workshops was important throughout the year 2022 to engage with the current network of members and partners, and build a better understanding of their expectations, priorities and the real issues facing the sector across the European Union, to spread information about latest initiatives of the sector, but also to communicate on EU funding opportunities and EU policies, to expand the knowledge and recognition of EOSE by other stakeholders from the sector at all levels, and of course to grow the network of contacts and partners.

EOSE also organised a series of partner meetings as part of the ongoing European funded collaborative projects coordinated during the year 2022.

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 events were arranged and attended during the year.

EVENTS ATTENDED OR ORGANISED BY EOSE

IN 2022 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

2022

AT A GLANCE

31

EVENTS

21

ORGANISED

IN 2022

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.

2022 EVENTS TIMELINE

*Events organised by EOSE

EOSE AT THE EUROPEAN COMMISSION EXPERT GROUP ON COVID RECOVERY

📍 **Virtual Event** - 23rd February 2022

On the 23rd of February 2022, EOSE attended the fourth meeting of the European Commission Expert Group "Strengthening the recovery and the crisis resilience of the sport sector during and in the aftermath of the COVID-19 pandemic".

EOSE was invited to present latest statistics for the European sport labour market for the period 2019-2020, the first opportunity to examine the potential impact of Covid on the sector.

EOSE directors, Ben Gittus and Geoff Carroll, provided some headline findings which included:

- An overall reduction in the numbers of paid employees (-3.7%)
- The disproportionate impact on women, youth (young women being most severely affected), part-time employees and workers with low or no education
- The rise in self-employed workers
- The wide national variations

The presentation stimulated many questions and discussion points from Expert Group members who felt that the data presented a vital 'scene-setting' for their deliberations.

All parties expressed the hope that EOSE will continue to stay in touch with the Expert Group and feed in new research as it becomes available ●

JANUARY

FEBRUARY

8th
FORMS Full Partner Meeting – Erasmus+ Sport project on new Forms of Employment in Sport Virtual

15th
V4V Research Partner Meeting – Erasmus+ Sport project on Volunteering in Sport Virtual

23rd
European Commission Expert Group – "Strengthening the recovery and the crisis resilience of the sport sector during and in the aftermath of the COVID-19 pandemic" Virtual



EDUGOLF – ERASMUS+ SPORT PROJECT ON SKILLS NEEDS IN GOLF – FULL PARTNER MEETING

📍 Madrid, Spain - 24th and 25th March 2022



The partners in the EDUGOLF project met for their third meeting in Madrid, Spain, on 24th and 25th of March 2022, hosted by the Royal Spanish Golf Federation (RFEF). After the first two meetings were held online this was the first face-to-face meeting of the partners.

The partners expressed their support and solidarity with colleagues from the National University of Ukraine on Physical Education and Sport (NUPPES).

The project has the ambition to modernise education and training to meet the changing skills needs of golf in Europe. Working towards this aim, the meeting focussed on the three main themes of the project: research, standards and education.

A core output will be a new set of occupational standards for the golf industry made up of competences required of the golf workforce. Partners worked together on the key purpose, or mission, of the golf industry and the main functional areas such as events, coaching and management, to produce the “functional map” which is the starting point for the development of detailed occupational standards and education products ●

📖 Read more about the EDUGOLF project on page 42-43



WINS – ERASMUS+ SPORT PROJECT ON FEMALE SPORT OFFICIALS – FULL PARTNER MEETING

📍 Nice, France - 28th and 29th April 2022



The partners in the WINS project met for their third partner meeting and the first to take place face-to-face, in Nice, France on 28-29 April 2022.

The aim of the project is to address gender equity in sport officiating – across all sports – by undertaking research into issues which affect female officials (referees, umpires, judges etc) and producing practical solutions which can support organisations res-

ponsible for their recruitment, retention and development.

The research phase and main findings from the European survey of female sport officials, completed by 3264 female officials from 64 countries, were presented and discussed during the meeting.

Partners also began the work on the other outputs of the project which are a Compendium of Good Practice in engage-

ment of female sport officials, toolkit to support sport organisations, and a mentoring guide.

The partners look forward to developing the valuable outputs which will help to ensure that sport officials are representative of the entire sports community, and further support the gender equality agenda in the European sport sector ●

MARCH

17th
Erasmus+ Sport
Coordinators Meeting
Virtual

24th - 25th
EDUGOLF Full Partner
Meeting – Erasmus+ Sport
project on skills needs
in golf
Madrid, Spain

APRIL

13th
EOSE Executive Board
Meeting

28th - 29th
WINS Full Partner
Meeting – Erasmus+ Sport
project on Female Sport
Officials
Nice, France

MAY

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

BEST – ERASMUS+ SPORT PROJECT ON INCLUSIVENESS AND DIVERSITY IN THE SPORT WORKFORCE – KICK OFF

📍 Paris, France - 13th and 14th June 2022



The kick off meeting of the BeST project (*"Better Sport Through Inclusion"*) was organised in Paris on 13-14 June 2022 and was hosted by the coordinator of the project, the European Association of Sport Employers (EASE).

The 36-month project has been developed as a response to the recent ESSA-Sport project which underlined the need for a more inclusive workforce within the sport sector in Europe.

During the kick off meeting, the work programme of the project was presented and partners discussed the expected activities to be carried out to encourage the inclusiveness and the diversity of the European sport workforce

around 3 main focus areas: gender, age and disability.

The next step will be to search for existing case studies / good practices, to carry out a series of national and European consultations, and to provide concrete recommendations to sport organisations regarding the engagement of women, young people and people with disabilities in the sector ●

📖 Read more about the BEST project on page 54-55

EU SPORT FORUM 2022 – “EUROPEAN SPORT: FAIR, INCLUSIVE AND FIT FOR A SUSTAINABLE FUTURE”

📍 Lille, France - 16th and 17th June 2022



The European Commission organised the EU Sport Forum 2022 in Lille, France, on 16 and 17 June, which gathered over 400 participants from sport organisations, EU institutions, national ministries responsible for sport, and local authorities, and provided a great opportunity for networking and exchanging views on the current and future sport policies.

Following the opening made by Mariya Gabriel, Commissioner for Innovation, Research, Culture, Education and Youth, both days of the event covered a series of main priorities in the field of European sport.

Two high-level panels were organised – the first one focusing on inclusiveness, equality and solidarity

as key principles and values of a European sports model, and a second one on the green transition of the sport sector.

The second day was dedicated to some parallel sessions on topics such as good governance with focus on athletes' empowerment, the role of sport in defending and promoting European fundamental values, and the promotion of well-being through sport.

EOSE was represented by its Past President, Prof. Thierry Zintz, and its Executive Director, Aurélien Favre ●

📖 Read more about the EU Sport Forum 2022 on www.eusportforum2022.eu

JUNE

9th - 10th

FORMS Full Partner Meeting – Erasmus+ Sport project on new Forms of Employment in Sport
Luxembourg

13th - 14th

BeST Full Partner Meeting – Erasmus+ Sport project on inclusiveness and diversity in sport
Paris, France

16th - 17th

EU Sport Forum 2021
Lille, France

20th - 21st

V4V Full Partner Meeting – Erasmus+ Sport project on Volunteering in Sport
Helsinki, Finland

JULY

7th

EOSE Executive Board Meeting

25th

GLDF4CLEANSPOORT Ice Breaker Meeting – Erasmus+ Sport project on skills development in anti-doping
Virtual

AUGUST

SEPTEMBER

8th

V4V Partner Meeting – Erasmus+ Sport project on Volunteering in Sport
Virtual

22nd - 23rd

Seminar on HealthyLifestyle4All and Opening of the 2022 European Week of Sport
Prague, Czech Republic

30th

V4V Partner Meeting – Erasmus+ Sport project on Volunteering in Sport
Virtual

OCTOBER

4th - 5th

DSMLE Full Partner Meeting – Erasmus+ Sport project on Sport Management
Hybrid

7th

EOSE Member Capacity Building Workshop on Occupational Standards in Sport
Virtual

10th - 11th

EOSE Executive Board Meeting
Brussels, Belgium

18th - 19th

GLDF4CLEANSPOORT Full Partner Meeting – Erasmus+ Sport project on skills development in anti-doping
Vienna, Austria

SEMINAR ON HEALTHYLIFESTYLE4ALL AND OPENING OF THE 2022 EUROPEAN WEEK OF SPORT

📍 Prague, Czech Republic - 21st and 23rd September 2022



From the 21st to the 23rd of September 2022, the city of Prague in the Czech Republic welcomed around 250 participants from different countries for the Official Opening of the European Week of Sport.

Several key activities for the sector took place at the event. Of particular interest to EOSE was a seminar on the European Commission's

#HealthyLifestyle4All initiative which was organised within the framework of European Week of Sport. The seminar was packed with interesting practical examples from different countries about implementation of healthy lifestyles in daily life.

EOSE has made a pledge in this Healthy Lifestyles initiative and is pleased to support this key

part of the European Commission's agenda in sport and physical activity for 2022.

EOSE was represented at this event by Executive Board Member Signe Luika who works for the Latvian Academy of Sport Education, Signe said "for me it was a big honour to represent EOSE in the European Week of Sport 2022 in Prague, as well as being an interesting experience and chance to develop ideas for future activities. Always be active!" ●

📖 Read more on www.sport.ec.europa.eu/initiatives/healthylifestyle4all

GLDF4CLEANSPOORT ERASMUS+ SPORT PROJECT ON SKILLS DEVELOPMENT IN ANTI-DOPING – KICK OFF MEETING

📍 Vienna, Austria - 18th and 19th October 2022



The 18th and 19th of October 2022 saw the successful kick-off meeting for a new 3-year project funded through the Erasmus+ Sport programme of the European Union.

In line with the priority "Grow Impact" in the WADA's 2020-2024 Strategic Plan, the

GLDF4CLEANSPOORT project has the ambition to enhance the skills and competencies of anti-doping professionals as well as the effectiveness of anti-doping organisations in Europe and globally.

Coordinated by EOSE in partnership with the World Anti-Doping Agency (WADA), the project brings together a unique combination of five National Anti-Doping Organisations (from Austria, Denmark, France, the Netherlands, and Po-

land) and 2 International Sport Federations (Athletics & Rugby).

The first partner meeting was hosted by the National Anti-Doping Agency Austria (NADA Austria) in Vienna. The agenda provided the opportunity for representatives to meet for the first time in person, establish effective working relationships, become fully familiar with the methodology and work programme for the project which will conclude in September 2025 and plan next actions ●

📖 Read more about the GLDF4CLEANSPOORT project on page 46-47

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

📍 **Lisbon, Portugal** - 09th and 10th November 2022



The partners in the FORMS project were delighted to meet in person for a final Full Partner Meeting in Lisbon.

Coordinated by EOSE, this two-day event gave the partners a full opportunity to review the substantial progress FORMS has

made over the last two years and plan in detail its final output due for publication in early 2023.

The meeting approved the final version of the research report which explored the employment challenges facing the sport sector, in particular the recruitment, retention and professionalisation of the workforce and how new forms of employment can better match supply and demand, increase flexibility and create better employment conditions for

both employers and employees.

The rest of the meeting focused on the final output entitled *“Towards innovative ways of thinking about sport employment in Europe”* which will integrate project’s findings, showcase twelve of concrete case studies, present a number of priority actions and recommendations aimed at easing the recruitment and retention of skilled sport workers and furthering the professionalisation of the workforce ●

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

V4V – ERASMUS+ SPORT PROJECT ON VOLUNTEERING IN SPORT – FULL PARTNER MEETING

📍 Tallinn, Estonia - 29th and 30th November 2022



The fourth Full Partner Meeting of the V4V project was organised in Tallinn (Estonia) on 29-30 November 2022, hosted by the Estonian Foundation of Sports Education & Information.

Coordinated by EOSE, this two-day event gave partners a full opportunity to review and discuss the first draft of a research report entitled "A Comprehensive Mapping of the sport volunteering

workforce in Europe" and to get into detailed work on the two practical online toolkits for the sector.

EOSE had synthesised the main findings of the survey on sport volunteering (over 2,700 responses from sport organisations) to produce the first draft of the Comprehensive Mapping. V4V partners discussed the detailed content of this report and the final structure for publication (due in mid-2023).

Partners then focused on the development of the two prac-



tical online toolkits – one for sport organisations "A toolkit for volunteer recruitment, retention, and management", and one for sport volunteers "A European competency based self-reflection tool to identify and showcase skills and attributes gained through volunteering in sport" ●

📖 Read more about the V4V project on page 38-39

DSMLE – ERASMUS+ SPORT PROJECT ON SPORT MANAGEMENT – FULL PARTNER MEETING

📍 London, UK - 06th and 07th December 2022



A Full Partner Meeting of the Erasmus+ Sport project "Developing Sports Managers and Leaders Across Europe" (DSMLE) was organised by the project coordinator, Cardiff Metropolitan University, on 6-7 December 2022 at the London 2012 Olympic Velopark.

The meeting endorsed progress on the main strands of research, including best practice in higher education, surveys of students and practising managers, life history interviews with top executives and the development of a digital toolkit of resources.

The meeting received presentations from the partners on national roundtable consultation events and, considering all the key themes, began the process of developing policy recommendations for governments, federations and education providers. These will be presented at a final summit conference in mid-2023.

The meeting concluded with a stimulating discussion about a possible follow-on project focusing on the development of professional standards for sport management and testing more flexible curriculum offers based on these ●

📖 Read more about the DSMLE project on page 52-53

NOVEMBER

3rd - 4th

EDUGOLF Full Partner Meeting – Erasmus+ Sport project on skills needs in golf Warsaw, Poland

8th

BeST Project – European Round Table on Sport Workforce and Age Virtual

9th - 10th

FORMS Full Partner Meeting – Erasmus+ Sport project on new Forms of Employment in Sport Lisbon, Portugal

23rd

BeST Project – European Round Table on Sport Workforce and Age Virtual

24th

WINS Full Partner Meeting – Erasmus+ Sport project on Female Sport Officials Virtual

29th - 30th

V4V Full Partner Meeting – Erasmus+ Sport project on Volunteering in Sport Tallinn, Estonia

DECEMBER

1st

Fifth European Education Summit – "Bright young minds" Virtual

6th - 7th

DSMLE Full Partner Meeting – Erasmus+ Sport project on Sport Management London, UK

13th

EOSE General Assembly 2022 Bucharest, Romania

14th

EOSE Annual Members' Seminar 2022 Bucharest, Romania

15th

EOSE Executive Board Meeting Bucharest, Romania



SOSEFUNCTIONING



EOSE

FUNCTIONING

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

The structure of the organisation, summarised through the diagram on page **68**, 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 2022

GENERAL ASSEMBLY = ALL EOSE MEMBERS

ELECT

DEFINING PRIORITIES

REPORT ANNUALLY

EOSE EXECUTIVE BOARD < < <

SET THE SCENE & DEVELOP THE STRATEGY



Kirstie Simpson
President



Simone Digennaro
Secretary General



Abel Santos
Treasurer



Signe Luika
Board Member



Mark Cutajar
Board Member



Thierry Zintz
Past president

PROVIDE GUIDANCE
& VISION

> > >

EOSE SECRETARIAT

REPORT
QUARTERLY

TURN STRATEGY INTO ACTION



Aurélien Favre
Executive Director



Ben Gittus
Director of Standards



Geoff Carroll
Director of Skills Development

**DELIVER A PROGRAMME
OF ACTIONS SERVING**



EOSE NETWORK OF MEMBERS & PARTNERS

MEMBER ORGANISATIONS

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

EOSE and its members are working together to support European nations and the sports movement and its associations that wish to embark on skills and workforce development in a strategic and structured way and to advance new thinking in the role of sport in society.

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

The EOSE membership gathers a wide variety of stakeholders from all relevant geographical levels and sectors (ministries, sport and education authorities, sport federations, training pro-

viders) 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 (and 2 non-EU countries) as shown in the table below. The ambition is to cover the full European Union and to extend the network of members to other countries.

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.

| | | | |
|----------------|---|-------------|---|
| Albania | Sports University of Tirana (UST) | Lithuania | Mykolas Romeris University (MRU) |
| Belgium | Flemish Office for Employment in Sport (Sportwerk Vlaanderen) | Luxembourg | International University of Health, Exercise and Sports (LUNEX) |
| Belgium | Université catholique de Louvain (UCL) | Malta | Sport Malta |
| Bulgaria | National Sports Academy (NSA) | Netherlands | Employers' organisation in sports (WOS) |
| Croatia | Croatian Association for Sport Management (CASM) | Poland | Institute of Sport National Research Institute |
| Cyprus | University of Nicosia (UNIC) | Portugal | Portuguese Institute of Sport and Youth (IPDJ) |
| Czech Republic | Palacký University of Olomouc, Faculty of Physical Culture | Portugal | Sport Sciences School of Rio Maior (ESDRM) |
| Denmark | Sports Hub Denmark | Romania | National Institute for Sport Research (NISR) |
| Estonia | Foundation of Sports Education and Information | Slovenia | Sports Union of Slovenia (SUS) |
| Finland | Sport Institute of Finland (SIF) | Spain | Consejo General de la Educación Física y Deportiva (COLEF) |
| France | Analysis Institute on Education and Employment in Sport (GAREF) | Spain | Technical University of Madrid (UPM) |
| France | Fédération Nationale Profession Sport et Loisirs (FNPSL) | Sweden | Arbetsgivaralliansen |
| Germany | University of Applied Sciences for Sport and Management Potsdam (FHSP) | UK | Cardiff Metropolitan University |
| Greece | Hellenic General Secretariat of Sport, Ministry of Culture and Sports (SGS) | UK | EOSE Services |
| Hungary | The Hungarian University of Sports Science (HUSS) | UK | Leeds Beckett University (LBU) |
| Ireland | Munster Technological University (MTU) | UK | Observatory for Sport in Scotland (OSS) |
| Italy | University of Cassino and Southern Lazio (UNICAS) | UK | University of Chester |
| Latvia | Latvian Academy of Sport Education (LASE) | | |

EOSE GENERAL ASSEMBLY AND MEMBERS' SEMINAR 2022

Strategic development of EOSE and consultation with members on main priorities

📍 Bucharest (Romania) - 13th and 14th December 2022

The 13th and 14th of December 2022 saw EOSE members gather for the EOSE General Assembly and Annual Members' Seminar 2022. For the first time since 2019 the event was organised face-to-face in Romania and gathered 35 participants from 21 different countries.



EOSE GENERAL ASSEMBLY 2022

On 13th December 2022, the EOSE General Assembly was organised in Bucharest (Romania) and gathered 34 members from 21 different countries. After 2 years of pandemic, the annual event was arranged face-to-face and was hosted by the Romanian National

Institute for Sport Research (NISR). The General Assembly was delighted to welcome representatives from three new member organisations, the French National Sport and Leisure Profession Federation (FNPSL), the Spanish Consejo General de la Educación Física y Deportiva (COLEF) and the Albanian Sports University of Tirana.

The occasion also celebrated the contributions of long-term member representative, Jean-Louis Gouju, who is now retiring from the Analysis Institute on Education and Employment in Sport (GAREF) in Paris.

OPENING REMARKS

The General Assembly began with a welcome from EOSE's President, Kirstie Simpson, who presented the main objectives of the day to update members on the main activities carried out over in 2022 and she also celebrated the Observatoire's 20 years of existence.

The host of the event, the Romanian National Institute for Sport Research (NISR), provided information about the history of Romania and some further information about the main activities of NISR.

EUROPEAN POLICY CONTEXT

Kairis Ulp, Head of the Register from the Estonian Foundation of Sports Education & Information and who until recently was seconded to

the European Commission's Sport Unit, gave a presentation on the current EU Policy Context providing insights into the EU Work Plan for Sport 2021-2024, the European Commission Expert Groups in Sport, the Erasmus+ Programme, and the Special Eurobarometer on sport and physical activity 2022.

MEMBERSHIP

Aurélien Favre, Executive Director, then took members through the main business of the General Assembly. Following the approval of the minutes of the 2021 Assembly, Aurélien provided an update on the current membership situation highlighting continued growth and extension. With Czech Republic having now joined the network, only Austria and Slovakia remain with no official member but good contacts have been established with potential members in these countries.

The target is now to get a full coverage of all EU nations by the end of 2023 and to explore potential extension with new members from outside the European Union (focus on Western Balkans and other countries from Europe).

Members were asked to provide support to find good entry points of contact in those targeted countries and EOSE will liaise with those members which showed some interest.

ACTIVITY REPORT

Aurélien and Geoff Carrol from EOSE then took the Assembly through a comprehensive activity report for 2022, selecting examples of how EOSE is contributing to EU policy objectives through researching and analysing the EU sport sector labour force, the role of volunteering, and new forms of employment in the sector. He also touched on the successful conclusion of the CHANGE project which produced occupational standards and training resources for the area of sport for development, and the delivery of three one-week training modules to young sport administrators in the Western Balkans. A highlight of the year was the first ever European Skills Survey on Sport Volunteering which was conducted by EOSE in spring 2022 and gathered over 2,700 responses from sport organisations from 115 different countries all over the world.

The activity report concluded with a brief presentation of 2 new successful applications coordinated by EOSE.

The first one is an ambitious EU-funded project entitled GLDF4CLEANSPORT in collaboration with the World Anti-Doping Agency (WADA) having the main goal of enhancing the skills and competencies of the paid and volunteer anti-doping workforce in Europe and globally (www.gldf4cleansport.eu).

The second initiative is a trans-national project to be launched in January 2023 which has been selected for funding in the European Commission's Erasmus+ Call for Proposals Capacity Building in the field of Sport 2022. This new 2-year project will continue EOSE's relationship with key partners in the sport sector in the Western Balkans region and will build on previous successful projects to deliver high quality and fit for purpose sport administration training programmes.

The floor was then given to three EOSE members who made the focus on a national case study / good practice from the sport sector.

FINANCE

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

EXECUTIVE BOARD ELECTIONS

The General Assembly concluded with Executive Board Elections. Having considered the preceding nomination process, members validated the reappointment of two Board members, Kirstie Simpson (UK), and Signe Luika (Latvia) whose mandates were coming to an end.

MEMBER INTERACTIONS

Throughout each agenda item, member interactions were reinforced by stimulating questions and comments. All-in-all, members voiced their appreciation for the strategic leadership of the Board and the efforts of the staff and expressed satisfaction with their achievements in 2021/2022 and planning for the future.



EOSE MEMBERS' SEMINAR 2022

The EOSE Members' Seminar was organised on 14th of December 2022 reviewing and debating the main findings from two major projects focusing on the paid and voluntary workforces.



Following an introduction of the overall European context for the Sport Workforce delivered by EOSE President Kirstie Simpson, members received a presentation from Aurélien Favre and Simone Digannaro (University of Cassino and Southern Lazio) on the realities, tendencies and characteristics of the European paid sport workforce based on an analysis of Eurostat's statistics for the period 2011-2020 which also included the impact of the Covid pandemic.

Working in small discussion groups, members identified and discussed what they felt were the most significant findings. They

were also invited to consider potential future scenarios for the sport sector and debated what they felt would be the most important interventions EOSE and its members could make to continue the drive to professionalise the sector, modernise the training offer and improve the competences and skills of its people.

One key recommendation was that EOSE should explore the possibility to apply for a new source of EU funding to repeat its European Employer Skills Survey for the sport sector, first carried out in 2018 as part of the ESSA-Sport project. Indeed, EOSE members unanimously agreed the need to consult sport organisations to better understand the realities and challenges they are facing, and also to focus on their expectations in terms of skills for the workforce.

This was judged particularly important to be implemented following such a sudden pandemic. Members then turned their attention to the other key human resource in the sport sector: the millions of volunteers who tirelessly and freely give their time to grassroots clubs and major events to sustain sport participation and engagement across the EU and beyond.

A stimulating 'warm-up' for this topic was a case study provided by Diana Piriciu, Head of Education at the Romanian Football Federation. Diana explained how the Federation, starting from a very low baseline of sport volunteering in Romania, managed to raise

1 000 volunteers to support the UEFA Euro 2020 Championship in Bucharest (postponed until 2021, due to Covid). As well as describing the processes the Federation followed, Diana also highlighted the lessons learned and a number of good practice 'tips' relevant to volunteer recruitment, training and management for major events.

Aurélien Favre then provided an overview of a major survey of sport organisations on sport volunteering carried out as part of EOSE's Erasmus+ Sport V4V project which set out to reveal more about the realities, characteristics and tendencies of sport volunteering. The survey gathered 2 723 responses from organisations covering all the EU 27 nations, the UK, other European countries and a small number based in Africa, Asia and South America.

This was followed by a presentation by Geoff Carroll, EOSE's Director of Skills Development, which covered all the main preliminary conclusions and recommendations from the V4V research. Geoff summarised the emerging conclusions and a series of potential recommendations on how the recruitment, training, management and retention of sport volunteers could be improved in the future to the benefit of sport organisations, volunteers themselves and society as a whole.

Following a wrap up session, EOSE President closed the event and wished all EOSE members a Merry Christmas and a healthy and successful 2023.



EOSE EXECUTIVE BOARD MEETINGS

Ensuring the leadership and strategic development of the organisation

A total of four virtual Executive Board meetings (two virtual and two face-to-face) were organised during the year and gathered Board Members and EOSE Executive Director.

📍 **Virtual Meetings** - 13th April 2022 and 07th July 2022

📍 **Brussels (Belgium)** - 10th and 11th October 2022

📍 **Bucharest (Romania)** - 15th December 2022

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

During Executive Board meetings, detailed financial updates are

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

Board Members can be charged with representing EOSE at European events, workshops and ex-

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

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

BECOMING A MEMBER OR A WORK PARTNER



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

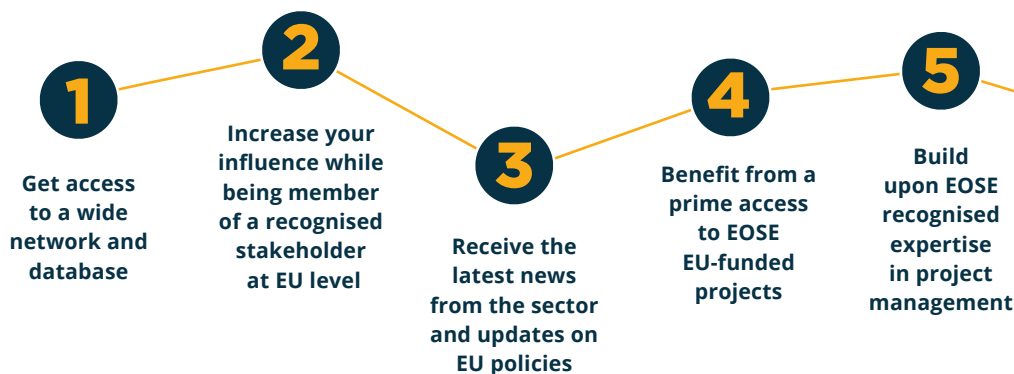
Organisations having signed a Memorandum of Understanding (MoU) with EOSE, and demonstrating expertise and interest in skills and workforce development for the sector.

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.

*EOSE IS WORKING TO PROVIDE A RANGE OF SERVICES AND ACTIVITIES
LINKED TO OUR LONGSTANDING AND RECOGNISED 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
General Assembly

TESTIMONIALS





TESTIMONIALS

FROM SUPPORTERS, BENEFICIARIES AND MEMBERS

“ We were looking for an experience partner in the sphere of the EU funded projects and EOSE more than delivered. They managed to analyse the innovative educational outputs from the “PVGW” project in a clear and transparent way. We saw an immediate increase in the usage of the outputs after applying the modifications EOSE suggested. They took the time to understand what are our needs and the ones from our affiliated partners, the feedback from everyone involved was more than great. We wholeheartedly recommend EOSE to everyone we know and we are looking forward continuing our fruitful cooperation through the follow up transnational project PVGW2.0.”

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

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

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

“ We have been delighted to continue work with EOSE in 2022 on the EDUGOLF project to update and develop new standards and modernise education for golf professionals. We appreciate the project management of EOSE and the EOSE 7 Step Model which provides a structure for the standards and training material we need to reform golf education.”

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

“ In recent years, World Rugby have worked in conjunction with EOSE on several business-critical projects. The dedicated and professional staff at EOSE, and the structured way they operate, give us real in-depth information on the sporting workforce in Europe, which then informs future development of our own products, as well as the production of project specific toolkits which all sports can utilise. We are delighted to keep on working with EOSE as we can see the benefits of the partnership, not only for us, but for our member unions and their players, coaches, medics, officials, and administrators.”

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

“ It is a great pleasure for the National Olympic Committee of North Macedonia and the Sport administration in the country to closely collaborate with EOSE on a series of innovative transnational activities having the ambition to enhance the skills of people working and volunteering in the sport sector as well as building the capacity of the Olympic and Sport organisations in the Western Balkans. We strongly value the experience and professionalism of EOSE and we look forward to pursuing the cooperation while knowing that without top level sport administration is not possible to have top level sport results!”

Sasho Popovski, Secretary General, National Olympic Committee of North Macedonia

“Working alongside EOSE has been a very fruitful opportunity to engage with the most updated labour-related sector needs and state of the art regarding the current situation of the sports employment market. During several years UPM have partnered with EOSE, we have been able to understand the bigger picture of the demands and expectations of employers, education providers and workers during the first decades of the current century. Collaborating with EOSE has brought us to the larger European context, and hopefully we have given them valuable and interesting information about the Spanish situation.”

Javier Pérez Tejero, Professor at the Faculty of Physical Activity and Sport Sciences - INEF, Universidad Politécnica de Madrid. “Fundación Sanitas” Chair for Inclusive Sport Studies director, Spain

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

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

“Breathing in the same rhythm with many European sports universities and sports organisations, the feeling that you are inside and next to projects that affects the sports employment sector in Europe, following the current affairs of European sports policy first hand - these are the reasons for being a part of EOSE. These reasons unequivocally make my work at LSPA much more comprehensive and qualitative - at the end the winner is the whole sport sector!”

Signe Luika, Associated professor, Head of Department of Management and Communication Science, Latvian Academy of Sport Education, Latvia

“Leeds Beckett University has been part of the EOSE family for almost 10 years. We have been delighted to play our part in European projects that promote cross-border cooperation and mutual learning. We look forward to continued collaboration with our European neighbours under the knowledgeable guidance of our EOSE colleagues.”

Stephen Robson, Course Director, Leeds Beckett University, UK

“It is a great honour to be a member of EOSE! The EOSE team coordinates and contributes perfectly to various sports projects. They have very strong organisational and documentation skills. It is very inspiring to work with the EOSE team on the current Erasmus+ V4V project. Thanks to them, many new skills and knowledge can be obtained. Being a member of EOSE facilitates access to a large international network in the field of sport.”

Heidi Pihlak, Office Manager/Project Manager, The Estonian Foundation of Sports Education and Information, Estonia

“We consider the membership in EOSE as an advantage, a new level for our academic and research developments. The extraordinary work that EOSE has materialized till now in terms of the education of trainers and coaches based on learning outcomes that refer directly to the needs of society and the requirements for qualifications in the job market, indeed is the best service that academic sports institutions can provide in respect of education and training in sport professions.”

Prof. Agron Kasa, Rector of Sports University of Tirana
Prof. Arben Kaçurri, Director of Sports Research Institute/Sports university of Tirana, Albania



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