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**Annual Activity Report**

**2023**



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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



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

As President of EOSE, I am delighted to introduce our Annual Report which outlines the main activities carried out in 2023 and presents the mission, current projects, and future priorities for EOSE.

With the support of our network of members and partners, we have been able to cement the position of

EOSE in the sport and physical activity 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 sector across Europe.

Over the past few months, I have been working with the EOSE staff team and Executive Board to plan the future of the organisation through the development of the EOSE Strategic Development Plan 2024 – 2026. This new strategy for EOSE is being written as Europe and the wider world continue to live through a period of disruption not seen for nearly 80 years. Today, we face challenges arising not just from the impacts of the global Covid pandemic but also from the economic and social

consequences of an ongoing war in Europe, conflict in the Middle East, increasing alarm about the impact of climate change on the environment, and the risks and benefits associated with emerging technologies touching almost every aspect of our lives.

For the sport and physical activity sector to thrive and grow in the coming years it will have to take account of major social and economic disruptions which will have a direct or indirect impact on the sector and respond to a range of issues and challenges.

At EOSE we believe that the revival and growth of the sector is crucial for it to effectively contribute to social, economic and health outcomes. However in order to do this we need to rebuild and strengthen the capacity of our organisations



and the workforce of both paid staff and volunteers. Our new strategy describes how this can be achieved and how the work of EOSE can contribute to this effort.

In line with the mission and vision of our organisation, EOSE will pursue a range of objectives to achieve the aim of supporting workforce development and skills acquisition through relevant, fit-for-purpose initial education and continuing professional development opportunities.

2024 will be a year of renewal for EOSE as the first year of the new Strategic Development Plan. Following the successful conclusion of three large projects in December 2023 we will have the opportunity to make concrete plans for the future of the organisation, exploring

all avenues to maximise our impact on the European sport workforce; through both our existing workstreams and potential new activities – watch this space!

In terms of European funded projects, 2024 will see the continuation of our work with WADA to create a Global Learning and Development Framework for the anti-doping workforce; the final year of the S2ABC project to increase capacity of sport organisations in the Western Balkans; ongoing project work with our partners in volleyball, football and rugby; and a finally a new project to continue the analysis and promotion of new forms of employment in the sport sector.

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 Budapest. 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.

### 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.

**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 (over 3800 responses from sport organisations from all EU Member States)

**2022**

First ever European Skills Survey on Sport Volunteering (over 2,700 responses from sport organisations from 115 countries)

**2023**

First ever European Sport Volunteering Summit with over 60 participants from 24 countries and completion of transnational projects in sport volunteering, golf education and gender equality in sport officiating

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

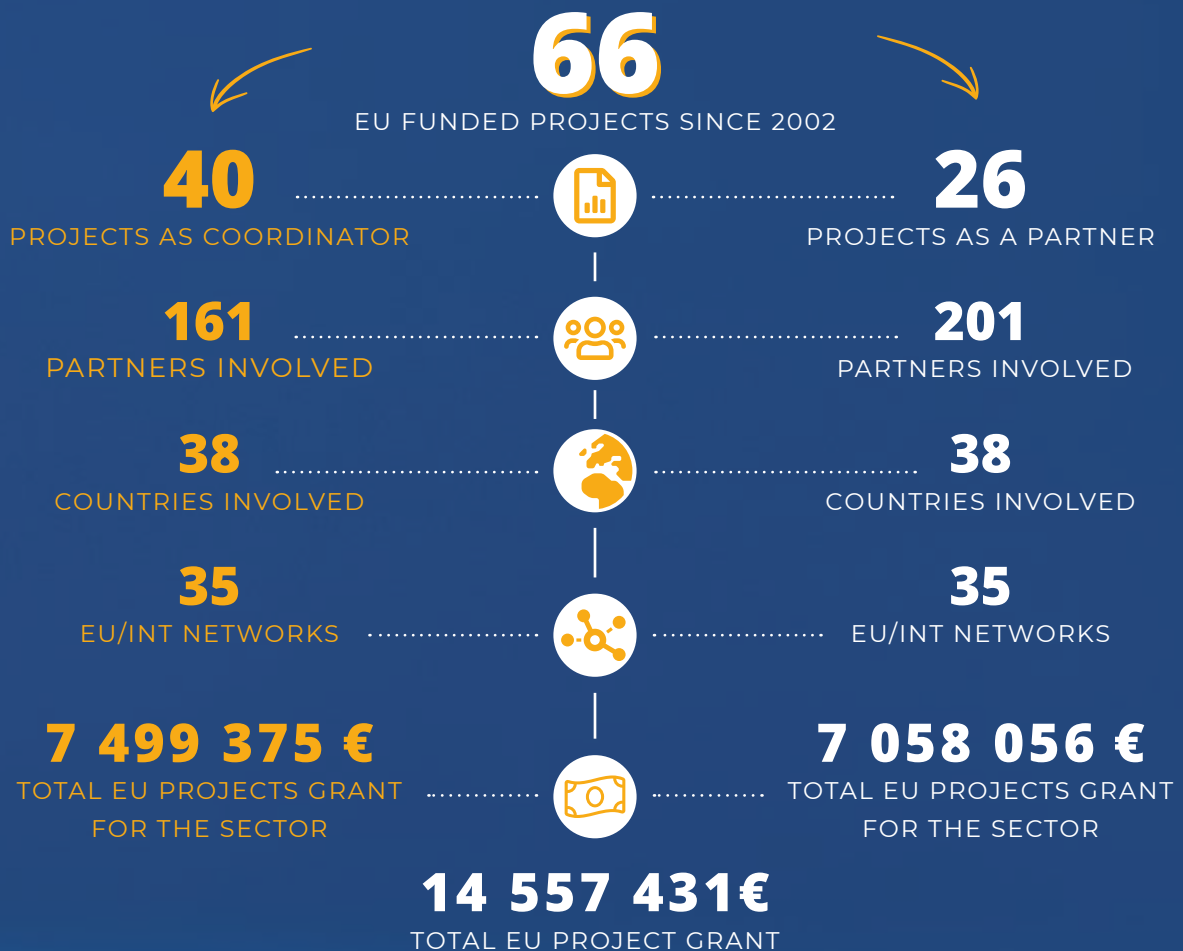


- 3** Permanent staff in 2023
- 6** Executive Board members
- 35** Member organisations
- 28** Countries represented

## INVOLVEMENT IN EU FUNDED PROJECTS (Since 2002)

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

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



# OUR NETWORK

EOSE MEMBERSHIP IN 2023

**35** ORGANISATIONS | **28** COUNTRIES



ALBANIA



BELGIUM



BELGIUM



BULGARIA



CROATIAN ASSOCIATION FOR SPORT MANAGEMENT

CROATIA



CYPRUS



CZECH REPUBLIC



DENMARK



ESTONIA



FRANCE



FRANCE



GERMANY



GREECE



HUNGARY



IRELAND



ITALY



LATVIA



LITHUANIA



LUXEMBOURG



MALTA



NETHERLANDS





POLAND



PORTUGAL



PORTUGAL



ROMANIA



ŠPORTNA UNIJA SLOVENIJE  
povezani v gibanju

SLOVENIA



CONSEJO COLEF  
Consejo General de la Educación  
Física y Deportiva

SPAIN



POLITÉCNICA

SPAIN



SWEDEN



BAYBURT  
ÜNİVERSİTESİ

TURKEY



UKRAINE



Cardiff  
Metropolitan  
University

UK



UK



LEEDS  
BECKETT  
UNIVERSITY

UK



University of  
Chester

UK

## PARTNER ORGANISATIONS



SUPPORTED BY





# SOE HIGHLIGHTS

# EOSE

## HIGHLIGHTS

### IN BRIEF

EOSE work programme for the year 2023 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 3 Erasmus+ projects, the coordination of 2 ongoing Erasmus+ transnational projects in anti-doping and sport administration, and the funding of a new project to analyse and promote new forms of employment in sport that will start in early 2024.

We were pleased in 2023 to organise and attend a range 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 V4V project which focussed on sport volunteering in Europe closed in 2023, with particular highlights being the publication of a research report, launch of two online tools, and holding a European Sport Volunteering Summit
- › The Induction Event for the S2ABC project was a real highlight of the year, bringing 30 young sport administrators from the Western Balkans and EU/UK together in Brussels for three days of learning and exchange
- › The EDUGOLF project, delivered in partnership with the Confederation of Professional Golf finished in 2023 and highlights included the publication of the research report, brand new occupational standards for golf and education products
- › An EOSE capacity building workshop restricted to our national members was organised to give them a greater understanding of the concept of micro-credentials 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
- › In 2023 we promoted a report on new forms of employment in sport, titled: Towards Innovative Ways of Thinking About Sport Employment in Europe, this paper paved the way for a new project in this area which will begin in 2024
- › The WINS project to raise the growth and participation of women sport officials closed in 2023 with a European Women Sport Officiating Forum, where the results of the project were shared.

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



## V4V PROJECT - FOCUS ON SPORT VOLUNTEERING IN EUROPE

The V4V project (full name, Analysing and Making Visible the Skills Acquired Through Volunteering in Sport in Europe) was a three-year project co-funded by the EU's Erasmus+ Sport Programme. The main aim of V4V was to research and analyse the sport volunteer workforce and use the findings to improve the recruitment and retention of volunteers through innovative online toolkits for sport organisations and volunteers.

The first output from the research, Sport Volunteering in Europe: Realities, Opportunities and Challenges, a 135-page report with 37 graphs is a unique, up-to-date snapshot of the state of sport volunteering. It brings together the findings of a first-ever survey of European and global sport organisations (2 723 responses from 115 countries), interviews with 57 sport volunteers and desk research covering Europe with a special focus on six European nations. The report draws a number of key conclusions with recommendations for sport organisations on how to improve their engagement of sport volunteers.

### Some Key Findings from the Report

#### VOLUNTEERS ARE VITAL TO SPORT, ESPECIALLY AT GRASSROOTS LEVEL:

- Around 12 million EU citizens volunteer in sport every year contributing 97m hours, equivalent to over 608,000 full-time positions.
- Volunteers are in the majority in all positions in sport clubs.
- Most clubs simply could not operate without volunteers.

#### THE SPORT VOLUNTEER WORKFORCE IS NOT YET FULLY INCLUSIVE:

- Almost every respondent said sport volunteering must become more inclusive.
- However, only 15% of sport clubs reported having volunteers with disabilities.
- The majority of sport volunteers tend to be male, middle-aged, well-educated and employed in white collar occupations.

#### VOLUNTEERS ADD VALUE TO SPORT ORGANISATIONS AND THE WIDER SOCIETY:

- They contribute health, social and economic value to their communities.
- They give energy and enthusiasm to sport organisations.
- They build links with the local community.



#### WHAT MOTIVATES PEOPLE TO BECOME SPORT VOLUNTEERS?

- Most of all, volunteers want to be involved in a sport they feel passionate about.
- They like to feel needed by others, and they enjoy working as part of a team.
- They enjoy meeting new people and making friends through sport.
- They want to make a positive difference to the lives of others.

#### WHAT DISCOURAGES PEOPLE FROM BECOMING SPORT VOLUNTEERS?

- Lack of time in a busy life schedule is the biggest barrier.
- Over one third said volunteers do not get the recognition they deserve.
- Many said potential volunteers lack the necessary financial resources.

#### RECRUITING SPORT VOLUNTEERS IS NOT EASY.

- More than half of sport organisations say recruiting volunteers is difficult or very difficult.
- The hardest positions to fill are sport officials, board/committee members and coaches.

#### DESPITE RECRUITMENT PROBLEMS, MOST ORGANISATIONS ONLY RECRUIT FROM PEOPLE THEY ALREADY KNOW:

- Almost all clubs recruit volunteers from current or past members.
- More than 50% rely on parents and family members.
- Only a small minority reach out the wider community, schools/universities or use volunteer agencies or platforms.

#### SPORT VOLUNTEERS NEED BETTER MANAGEMENT, TRAINING AND INCENTIVES:

- The majority of sport organisations have no written guidelines for volunteer management or a named person responsible for volunteers.
- Most sport organisations only ensure training for coaches and officials; most volunteers in other roles simply learn on the job.
- Few organisations reimburse expenses, provide awards, celebrations or even social events for their volunteers.



V4V has also produced two innovative online tools to support sport volunteering:

## 1. A Self-Assessment Toolkit for Sport Organisations

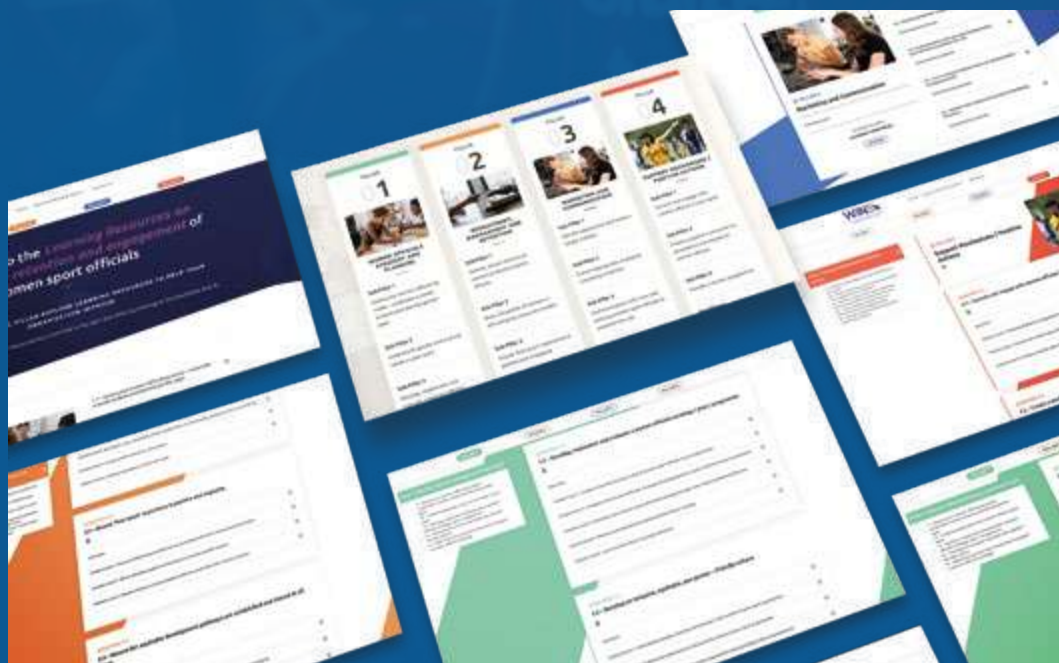
which helps them to evaluate their strengths and weaknesses in regard to their volunteer workforce. The toolkit has questionnaires covering four 'pillars':

- > Volunteer strategy and planning
- > Volunteer recruitment and deployment
- > Volunteer management and retention
- > Volunteer development and training

The sport organisation can choose to complete as many of these as they want to. The toolkit then provides a visual representation of how well they think the organisation is performing in each of these pillars. The toolkit then signposts the organisation to detailed learning materials, tips and good practice case studies to help them improve its sport volunteering work.

## 2. A Self-Reflection Tool for Sport Volunteers

which helps them to identify and record the competencies, skills and personal qualities they have demonstrated when volunteering. The tool covers seven main volunteering roles (they can choose the ones which apply to them) and enables them to identify the competencies they have shown when carrying out these roles. The tool then automatically generates a list of skills they will have demonstrated. Finally, the tool offers a questionnaire of 30 questions about their sport volunteering experience which helps the volunteer identify the personal qualities they have shown. At the end, the volunteer can download a report giving them an individual volunteer profile. The volunteer can use the contents of this report to strengthen their CV by including the competencies, skills and personal qualities they have gained through volunteering.



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



Self-assess your Organisation's  
Volunteering Strengths and Weaknesses

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



Access the self-reflection tool  
for sport volunteers

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



Skills acquired through  
Volunteering in Sport

## FIRST EVER EUROPEAN SPORT VOLUNTEERING SUMMIT ORGANISED IN BUDAPEST (HUNGARY)

On 13 December 2023, over 60 sport volunteering stakeholders from 24 different countries gathered in person at the Hungarian University of Sports Science (HUSS) in Budapest, Hungary, for the first ever European Sport Volunteering Summit.

The event was organised by EOSE as the final part of the V4V project, co-funded by the European Union's Erasmus+ sport programme.

The event was moderated by Mr Greg Woods, World Rugby's Participation Programmes Manager. Its preparation and delivery was a real team effort with all partners playing important roles.

Following welcoming messages from Professor Dr. Tomàs Sterbenz, Rector of the University, Dr Szilvia Perényi, Associate Professor, and Kirstie Simpson, President of EOSE, the summit received a presentation from Floor van Houdt, Head of the European Commission's Sport Unit on EU policies in the field of sport and the importance of sport volunteering. She thanked EOSE and the partners for their efforts in this vital area of sport, wished the project a successful conclusion and expressed an eagerness to receiving its final products.

The main business of the summit began with a presentation by Aurélien Favre, EOSE's Executive Director introducing V4V and its aims and principal outputs.

Aurélien, with the support of Stephen Robson and Janine Partington from Leeds Beckett University gave an introduction of the project and the two innovative interactive online tools developed through the V4V project:

- a self-evaluation toolkit for sport organisations to help them assess their strengths and weaknesses in regard to volunteering and,
- a self-reflection tool for sport volunteers themselves which would help them identify the competencies, skills and personal qualities they have developed while volunteering.

Geoff Carroll, EOSE's Director of Skills Development, gave a presentation which covered the principal findings from the V4V project, now published in the 135-page report, Sport Volunteering in Europe: Realities, Opportunities and Challenges.

Geoff highlighted important findings on the size and importance of sport volunteering to the sector, how it varies across European nations, the need for greater diversity and inclusion and examined key themes around volunteer recruitment, management, training and retention. He concluded by summarising some key recommendations for sport organisations on how they can improve their sport volunteering practices to deliver a better organised, more stable





and effective volunteer workforce consistent with EOSE's vision for the future.

Delegates then divided into four breakout groups, led by V4V partners, to consider five vital questions linked to the findings and engaged in animated and stimulating discussions for more than an hour. Following lunch, group rapporteurs reported back to a plenary session and their main points were recorded.

The summit concluded with a panel consisting of V4V partner representatives, Dr Perényi (HUSS) Diana Pirciu (Romanian Football Federation), Fabio Silva (Portuguese Institute of Sport and Youth), Joseph Rojas (Centre for European Volunteering) and Hilal Erkoca Molgaard (International Sport and Culture Association) who responded with their own reflections on the project and their experience of sport volunteering in response to questions from the moderator.

### Testimonials

Delegates expressed a high degree of satisfaction with the summit and undertook to disseminate its exciting research findings and innovative online tools widely through their networks.



This is best summarised by a series of testimonials :

*"Really grateful to EOSE and the V4V project for this opportunity, to be exposed and surrounded by people who care so much about volunteering, and the positive actions to drive change is quite inspirational. You've brought together a group of people that can be the catalyst for change across the system".*

*"The implementation of this ambitious project needs to create moments like this, a wonderful culmination of three years' work. This congress has been the catalyst for us to role model with our own teams and networks. It's guided us to how we can do that in our own country."*

# S2ABCSPORT

Capacity Building for Sport Administration



## OFFICIAL LAUNCH OF THE INNOVATIVE S2ABC EUROPEAN ADVANCED COURSE ON SPORT ADMINISTRATION

This highlight covers the Induction Event for the brand new European Advanced Course on Sport Administration which took place in Louvain-la-Neuve and Brussels, Belgium from 20<sup>th</sup> to 22<sup>nd</sup> of September 2023.

The Course is being organised as part of the EU-funded S2ABC project which is a partnership between EOSE, The Université Catholique de Louvain (UCL) and five dedicated partners from the Western Balkans.

The course is made up of three modules of live online delivery bookended by an Induction event in Belgium in September 2023 and a Graduation Event in Kosovo next March 2024.

The project aims to enhance the skills of sport administrators to build capacity of sport organisations in the Western Balkans through innovative training and development activities.

Let's learn more about the fascinating few days of the Induction Event...

### DAY 1: Official launch of the S2ABC European Advanced Course on Sport Administration

The picturesque city of Louvain-la-Neuve in Belgium hosted the Induction Event which gathered a total of 27 selected participants from both the Western Balkans and the European Union.

The day kicked off with a welcoming message from the host, Thierry Zintz from the Université Catholique de Louvain (UCL). His emphasis on collaboration and knowledge-sharing served as a reminder of the course's primary objectives.

Aurélien Favre (EOSE Executive Director) then provided an overall introduction to the S2ABC Advanced Course on Sport Administration. His insights shed light on the course's nuances and its pivotal role in modern sports administration, preparing attendees for what to expect in the coming sessions.

The opening proceeded with Kirstie Simpson, Course Director and President of EOSE, leading a refresher session. This session was specially tailored for those who attended the previous S2A course on sport administration. Simpson's dynamic presentation style and deep expertise ensured that even seasoned participants gleaned new insights and perspectives.

### DAY 2: A day of enriching visits and insights

On the second day, the participants were privy to a series of informative sessions and distinguished presentations that further broadened their understanding of sports administration.





The day began with a visit of the European Parliament in Brussels, where discussions revolved around the European Model of Sport and EU Policies. This session allowed attendees to gain a deeper understanding of the intricate workings and policy frameworks that shape European sports.

After the enriching visit to the European Parliament, the participants received several presentations from EACEA and DGEAC Sport Unit representatives about EU policies and main priorities in the sport sector, but also about the existing EU funded programs.

In the afternoon, participants were invited to the Belgium Olympic Interfederal Committee (BOIC) during which Jean-Michel Saive, BOIC President and former Olympic athlete, introduced the role of a National Olympic Committee (NOC) towards Olympic athletes. Matthias Van Baelen, BOIC External Affairs Manager, then took the participants through the intricacies of the sport system in Belgium.

### **DAY 3 RECAP: Integrity and equality in sport**

The third day initiated a profound exploration into safeguarding values in sports with Tine Vertommen.

Tine's expertise highlighted the importance of constructing and preserving secure, respectful spaces, ensuring the holistic well-being and unwavering integrity of every individual involved in sports.

Géraldine Zeimers, from UCL, illuminated the fundamental essence of equality within sports management. Innovative methodologies for endorsing inclusivity and equity were uncovered, emphasizing the crucial role of management in realizing gender balance and intensifying diversity within the sports domain.

A captivating dialogue led by Thierry Zintz marked the second segment, delineating the indispensable role of education in sculpting WADA's anti-doping policies. Thierry's elucidation on education's impactful role was enlightening, reinforcing an atmosphere of fairness and integrity within the sports community.

The event concluded with reflective summations by Kirstie Simpson (S2ABC Course Director) encapsulating pivotal insights and orchestrating the route for forthcoming initiatives. The session was a thoughtful convergence on innovative strategies for continual advancement in sports management.

**Testimonial from Aurélien Favre, Executive Director of EOSE:** *"It is an honour for EOSE to act as coordinator of such an ambitious EU-funded project with the main goal of enhancing the skills of the paid and volunteer sport administration workforce. The launch of the Course was a great success thanks to the strong commitment of the participants coming from Western Balkans and Europe/UK and the dedication of the project consortium."*



Further information at: [www.s2abc-sport.eu](http://www.s2abc-sport.eu)



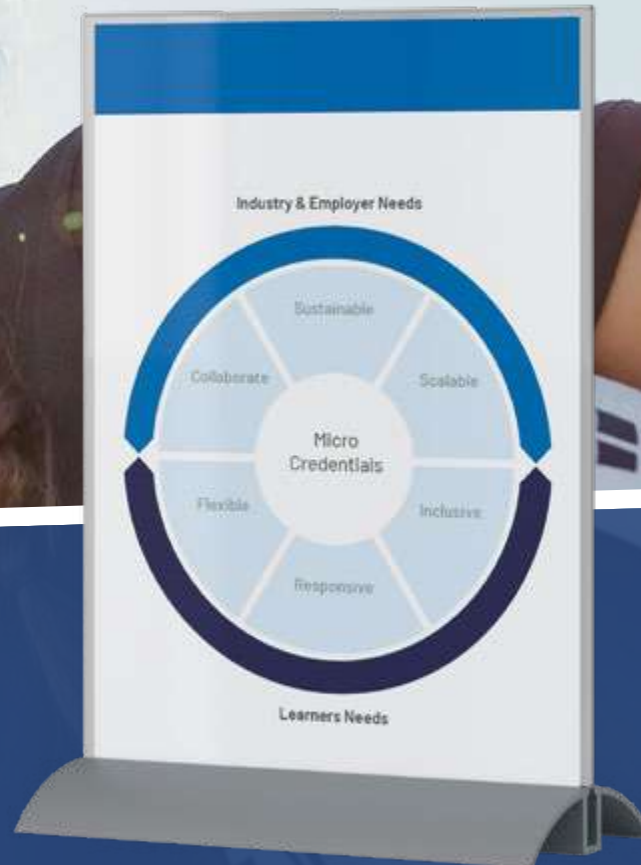
## CAPACITY BUILDING WORKSHOP FOR EOSE MEMBERS ON THE TOPIC OF MICRO-CREDENTIALS

In its role of European Civil Society and Network Organisation, EOSE is committed to supporting its members' development by offering annual capacity building workshops on hot topics in education, training and workforce development in the sport industry.

In 2022, we looked at Occupational Standards and the EOSE 7-Step Model for Lifelong Learning. This year we organised a half-day workshop on the European Approach to Micro-Credentials, a new EU initiative which is promoting academic recognition for small packages of learning to support continuing professional development (CPD). EOSE strongly believes that CPD is vital to

workforce development in sport, helping staff to keep their skills up to date in a very fast changing environment and promoting career development. Like occupational standards, micro-credentials could be yet another way of bridging the gap between the worlds of employment and education.

Restricted to members, this half-day event chaired by Geoff Carroll, EOSE Director of Skills Development, was organised online on 3rd October 2023 and gathered 13 participants from 10 different countries, including three new EOSE members. A mix of organisations were represented including ministries, universities, employer organisations and sport federations.



Following Geoff's introduction to the topic of micro-credentials, Steve Osborne, Principal Lecturer, School of Sport & Health Sciences, Cardiff Metropolitan University in Wales, provided a fascinating case study on how the University is developing a pilot modular programme for the Welsh Government to apply the principles of micro-credentials to the training and accreditation of practising sport managers in the country. The whole programme consists of six modules, each of which can be independently accredited, and their academic credits 'banked'. If learners complete all six modules, they will be awarded a Diploma in Higher Education. Steve's presentation also included all the very detailed processes he had to

follow in order to achieve university approval for the programme.

This was followed by Q&A and discussion of the main points and the possible benefits and challenges of the micro-credential approach. All participants expressed a high level of satisfaction with the workshop and undertook to reflect on how they could explore potential application of micro-credentials to their own countries and contexts and possibly through a collaboration model.



## 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 education and training in line with the needs and expectations of sport employers.

EOSE is delighted to confirm that sustained dialogue with Eurostat and National Statistics Offices made it possible to collate latest statistics for the sport labour market for the years 2021-2022, covering the EU-27 and the UK. These statistics have been gathered, analysed and we are now pleased to be able to present them for consideration to the sport sector. This is the first opportunity we have had compare the Covid and the post pandemic periods to see if sport employment has recovered.

**Readers should note that there were some definitional changes in France and Spain which may have led to more people being counted as part of the sector than in previous years.**

The following are some of the main findings:

- EU-27 + UK Sport Labour Market (all occupations, working in sport and non-sport organisations) now has 1 935 969 workers. It has grown by 455 633 workers (+30.8%) since 2011. Despite a fall of 66 842 (-3.7%) in 2020, there has been growth of 209 178 positions (+12%) in 2021-2022.
- This represents about 0.84% of the total EU workforce (all economic sectors) and as a percentage share of the total EU-27 + UK employment there is growth of about 0.14 percentage points over 12 years.
- Recovery since 2020 is evident in 17 of the 28 nations. Some countries even show notable growth above 2019 figures: France, (+75.6%), Greece (+58.6%), Slovenia (+71.9%) and Luxembourg (+41%). However, 11 countries have not yet recovered their 2019 numbers. These include two of the largest sport labour forces Germany (-9.1%) and the UK (-1.1%) as well as some smaller ones: Latvia (-49.5%), Bulgaria (-31.4%), Croatia (-28.6%) and Czech Republic (-14.8%).
- The total sport workforce is still predominantly male. In fact, there has been a tendency for the number of female workers to decline from 47.9% in 2011 to 45.7% in 2022. Compared to the EU average (all economic sectors), the representation of females in the sport workforce is lower by 1.0 percentage point. Females were disproportionately affected in 2020 (-5.9%) but 2021-2022 shows a +10.6% increase.
- Most workers are in the 25-49 age band. This has declined from 57.4% in 2011 to 50.6% in 2022. There has been slightly raised proportion of youth (22.9% in 2011, 24.2% in 2022) and a rising proportion of those 50 years+ (19.7% in



2011, 25.3% in 2022). When compared to the EU average (all economic sectors), the sport workforce tends to be considerably younger. Young workers were also disproportionately affected in 2020 (-7.9%), but 2021-2022 shows an increase of 94 161 (+25.3%).

- Nearly one half of all workers in the sport sector have middle level qualifications and over one third have high level qualifications. Those with low level qualifications are a small minority (13.4%). There has been a steady growth in the share of those with high level qualifications (28.0% in 2011, 39.5% in 2022). The sport workforce has slightly more workers with higher education qualifications than the EU average (38.8%) and slightly fewer with low level qualifications than the EU average (15.9%). In 2020, those with low level qualifications declined (-18.3%) but 2021-2022 shows an increase of 34 764 (+15.7%).
- More sport workers are on full-time contracts (58.6%) compared to part-time contracts (41.4%). There is little change from 2011 to 2022. This is

a significantly higher percentage of people on part-time contracts in the sport sector compared to the EU average for all sectors (18.7%). In 2020 there was a decline of -6.2% in part-time employment compared to only -1.3% in fulltime. However, 2021-2022 shows a growth in part-time employment by 92 136 (+13.1%) compared to fulltime (+9%).

- Over three quarters of the sport workforce have employed status compared to nearly a quarter who are self-employed. The tendency from 2011 to 2022 has been a decline in employed status (82.1% in 2011, 78.1% in 2022) and a corresponding rise in self-employment (17.9% in 2011, 21.9% in 2022). The proportion of self-employed people in the sport workforce is much higher than the EU average for all sectors (13.1%). 2020 saw an increase in self-employed workers (+6.7%) and a decrease of those who were employed (-5.2%). Despite a fall in self-employment in 2021 (-11.1%), there is a growth of +14.4% in 2022.

### SPORT LABOUR MARKET STATISTICS – LATEST PUBLICATIONS

- ✔ **The European Research Report** presents the sport employment data for the period from 2011 to 2022 with detailed discussion and analysis, including specific sections on sport and fitness workers (athletes, coaches and fitness instructors) and those employed in organisations whose main business is sport.
- ✔ **The European Factsheet** summarises key facts using graphics, showing the trends in the sport workforce from 2011 to 2022 and the changes from 2019 to 2022 which can be accounted for by the impact of the pandemic and the post pandemic period.

More information at: [www.eose.org](http://www.eose.org)

# FORMS

Emerging Forms of Employment in Sport



## PUBLICATION: TOWARDS INNOVATIVE WAYS OF THINKING ABOUT SPORT EMPLOYMENT IN EUROPE

EOSE and the partners in the EU funded FORMS project published in 2023 a groundbreaking report produced as the main output of this unique two-year project.

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. FORMS provided an opportunity to research and analyse these new forms of employment in sport in Europe. The publication, titled *"Towards Innovative Ways of Thinking About Sport Employment in Europe"*

focuses on how innovations in sport employment can contribute to the professionalisation of the sport workforce. It includes statistical analysis of the EU sport workforce and desk research in five EU countries. These highlight the recruitment and retention challenges sport organisations face and how current employment laws and traditional contracts are contributing to them.

The report also includes case studies of how new forms of employment are emerging in sport, evaluates the advantages and disadvantages which they provide for employers, employees and micro-





Download the FORMS report here :

[www.forms-sport.eu/#forms\\_library](http://www.forms-sport.eu/#forms_library)

entrepreneurs and offers recommendations for future research, dissemination and capacity building.

It is hoped the report can lead towards a better functioning sport labour market across the European Union which could boost job creation and employment opportunities and increase labour market participation.

We are delighted to underline that a new Erasmus+ Sport Project coordinated by EOSE has been

accepted by the European Commission to move a step forward in the analysis and promotion of new forms of employment in the sport sector to improve employability and expand the supply of skilled labour. This new initiative entitled INFORMS "Improving employability in sport through investigating, promoting and supporting innovative forms of employment in Europe" will start in January 2024 for a duration of 3 years.

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

# WINS

Raising the growth and participation of female sport officials in Europe



## FINAL CONFERENCE OF THE WINS PROJECT UNITES THE SECTOR BEHIND GENDER EQUALITY IN SPORT OFFICIATING



Participants from across Europe and beyond came together at the picturesque venue of the Chateau de la Solitude in Brussels on the 5<sup>th</sup> of October 2023 for the final conference of the WINS project in an event titled “*European Women Sport Officiating Forum*”.

The first group of key-note speakers focused on the outputs of the WINS project. Dr Tom Webb representing University of Portsmouth gave an overview of the WINS research phase which has seen the publication of a European Research Report on Gender and Sport Officiating (available here : [www.projects.eose.org/project/wins/#section\\_library\\_wins](http://www.projects.eose.org/project/wins/#section_library_wins)).

Tom covered the research process before emphasising the key recommendations coming

from the research which could help to facilitate gender equality in officiating. Yolande Brada representing the Dutch National Olympic Committee then updated the audience on the WINS Compendium of Good Practice Examples, which showcase organisations who have put in place positive actions to support women officials. Finally in this session Janie Frampton representing Sports Officials UK presented the rationale for a practical online toolkit to support the sector with engagement of women officials, based on her years of experience as an official, and the structure and main themes of the WINS online toolkit which is now available to the sector.

In the second part of the day the audience were treated to a truly inspiring session which could not fail to motivate delegates to go back to their sports and countries to deliver actions in support of women sport officials.

Two high level women officials in Charlotte Girard-Fabre (Winter Olympics and World Championships official in Ice Hockey, and Secretary General of IFSO) and Céline Martin-Schmets (international



level men's and women's hockey umpire), gave fascinating insights into their journey to reach the top in sport officiating. Their boundless energy, positivity and passion for the role of official was clear for all to see, but was also delivered with a dose of realism for the issues faced by women and what could change for the better for the next generation of women officials. The third member of the panel, Kateryna Lavryk representing the Council of Europe, informed the audience of the role of the Council of Europe in gender equality in sport, the "All in Plus" project, and how it links to officiating as a key part of the overall sport sector.

Patrick Vajda, President of IFSO provided a closing contribution emphasising how valuable and inspiring the event had been and how it could be a catalyst for actions across Europe to develop women in sport officiating. Patrick discussed how it is important to measure the number of officials (male and female) and only then can dedicated actions be implemented to support the officiating workforce.

The conclusions of the event were clear at the end:

1. **No sport officials = no sport**
2. **Women are the future of sport officiating**



# FEEL THE EXPERTISE





# EOSE

## EXPERTISE

### IN BRIEF

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

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

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

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

## A FOCUS ON SKILLS AND WORKFORCE DEVELOPMENT INITIATIVES

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



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



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



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



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



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



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

*Definition from the Council of Europe*

# EXPECTED IMPACT OF EOSE WORK PROGRAMME ON EUROPEAN SOCIETY



**HEALTH**  
Active citizens



**EDUCATION**  
Innovative learning



**EMPLOYMENT**  
Jobs creation



**COMMUNITY  
DEVELOPMENT**



**SOCIAL  
INCLUSION**

SKILLS & WORKFORCE DEVELOPMENT  
IN THE SPORT SECTOR ACROSS EUROPE



**WORK PROGRAMME**  
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

### EUROPEAN POLICIES TARGETED THROUGH EOSE WORK

**SPORT**

- EU White paper on sport 2007
- Lisbon Treaty - Art. 165 2009
- Communication on "Developing EU dimension in Sport" 2011
- 4<sup>th</sup> EU Work Plan for Sport 2021 - 2024 2020
- Conclusions of the Council and the Representatives of the Governments of the Member States meeting within the Council of the EU on the impact of the COVID19 pandemic and the recovery of the sport sector 2020
- Erasmus+ Programme Guide 2021-2027 (ongoing)

**EDUCATION AND WIDER SOCIETY**

- Paris Declaration on Promoting citizenship and common values 2015
- New European Framework for Quality and Effective Apprenticeships 2017
- European Education Area by 2025 2017
- EU Youth Strategy 2018
- The European Digital Strategy 2020
- European Green Deal 2020

**EMPLOYMENT & SKILLS**

- New Skills for New Jobs: Anticipating and matching labour market and skills needs 2009
- New Skills Agenda for Europe 2016
- European Skills Agenda for sustainable competitiveness, social fairness and resilience 2020
- Centres of Vocational Excellence (CoVEs) 2020
- Pact for Skills 2020

- ✓ Anticipating and matching labour market and skills needs
- ✓ Link the worlds of work and education
- ✓ Improve quality and efficiency of education and training
- ✓ Equip citizens with the right skills and competences to perform in a job

- ✓ Support inclusive education, equality, non-discrimination, civic competences
- ✓ Increase VET attractiveness by showcasing examples of excellence and quality

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.

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.



## THE 7 STEP MODEL 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 31).

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 the EDUGOLF project which has run from 2021 to 2023 has repeated the

process and has used the model to facilitate the reform of 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<sup>MODEL</sup>

LIFELONG LEARNING STRATEGY FOR SPORT

**1**

LABOUR MARKET INTELLIGENCE

**2**

OCCUPATIONAL MAP

**3**

OCCUPATIONAL DESCRIPTORS

**4**

FUNCTIONAL MAP

**5**

COMPETENCE FRAMEWORK /  
OCCUPATIONAL STANDARDS

**6**

GUIDE TO QUALIFICATIONS  
AND LEARNING OUTCOMES

**7**

QUALITY ASSURANCE PROCESS





## 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.

ZOOM+  
ON+

## EOSE AND ITS VARIOUS COMMUNICATION TOOLS

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



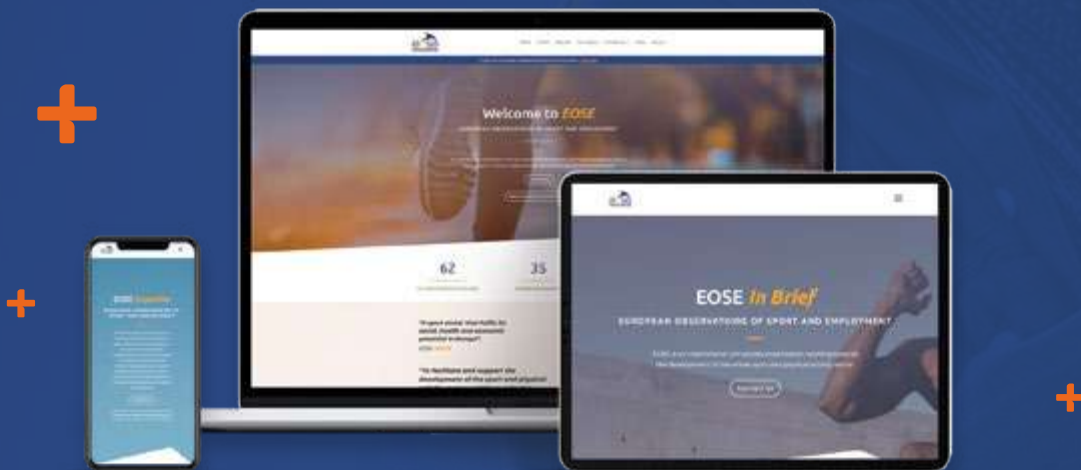
### WEBSITE

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

**After months of hard work our new EOSE website is now live!**

Explore the fresh design and updated content that reflect our mission and vision in the sport sector.

**KEY FIGURES** : In 2023, **24 646 pages** have been viewed from **14 855 new users**.



## 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:** **791 followers (+20%)** on LinkedIn and **1345 followers (+1.6%)** on X (Twitter) in 2023.

**X** :  
@EOSE\_skills

**in** 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 2023 to an audience of over 1 300 individual subscribers. (Average open rate 33%).



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



PEOPLE IN EUROPEAN PROJECTS

# EOSE IN EUROPEAN PROJECTS

## BACKGROUND

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

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

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

EOSE collaborates with its network of members and partners through ambitious transnational initiatives, activities and projects to analyse the European and national sport labour markets, to identify the main realities, characteristics and challenges of sport employment and volunteering, to consult sport stakeholders on priority actions and recommendations, and to promote and support the modernisation of education systems and the development of a competent paid and

unpaid workforce that is essential to the success of the sector.

During the year 2023, 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.

Moreover, EOSE has developed a successful transnational application under the Erasmus+ Call in the field of Sport that will start early 2024 for a duration of 3 years with the ambition to improve employability in sport through investigating, promoting and supporting innovative forms of employment in Europe.

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 sport sector and tackle some of the identified realities and challenges.

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

- Coordinated and led by EOSE
- Submitted in 2023 but starting in 2024
- Supported by EOSE as official partner.



Skills acquired through  
Volunteering in Sport

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

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

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

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

The overall ambition of the transnational V4V initiative that finished in December 2023 was 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 were 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 was also innovative in its constitution as it brought 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 was a great success with over 2,700 responses from sport organisations from 115 different countries and it demonstrated a high level of interest from sport organisations on the issues around volunteering and skills development.

The partnership then synthesised the main findings of the survey to produce the research report "*Sport Volunteering in Europe: Realities, Opportunities and Challenges*" that was published in 2023.

V4V was not just a research project as the partners used the key findings to build two practical online tools:

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





- ✓ One for sport organisations to assess their own effectiveness in engaging and deploying volunteers and providing access to a rich repository of good practice guides, case studies and learning materials
- ✓ The other tool for 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.

Last but not least, the first ever European Sport Volunteering Summit was organised in Budapest (Hungary) on 13 December 2023 and gathered over 60 participants from 24 different countries to discuss sport volunteering realities and challenges, and identify priority actions for the sector ●

**MAIN 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 Summit.



[www.v4v-sport.eu/#v4v\\_library](http://www.v4v-sport.eu/#v4v_library)

COORDINATOR:



FUNDER:



PARTNERS:





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

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

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

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 which concluded in December 2023 has been 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 has ensured 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.

2023 was the final year of the project and saw a great deal of activity in support of golf in Europe. The European Research Report was finalised early in the year, before attention turned to completing a comprehensive set of Occupa-

tional Standards covering all the main functions in golf, with a particular focus on coaching and management. This new competency framework of standards is an invaluable output of the project.

A key activity in 2023 was the organising of seven national golf education workshops managed by the partners in their country, bringing together main golf stakeholders to discuss the outputs of the project and the future of golf education.

The Education and Training Handbook produced in 2023 will inform and inspire new education products in golf to meet the needs of the future, and a small suite of e learning courses will support the process of upskilling the existing golf workforce.

The final activity of the project in 2023 was the production of 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](http://www.edugolf.eu)



**MAIN EXPECTED OUTPUTS:**

- ✓ A Research report on changing realities and tendencies of the golf labour market and education requirements
- ✓ European Occupational Standards for golf
- ✓ An Education and Training Handbook for golf in Europe
- ✓ 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



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

COORDINATOR:  TECHNICAL LEAD:  FUNDER:  Co-funded by the Erasmus+ Programme of the European Union

PARTNERS:        



Raising the growth and participation  
of female sport officials in Europe

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

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

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

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

The overall aim of the WINS project which concluded in December 2023 has been 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 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.

2023 was the final year of the project and saw the finalisation and publication of the main outputs of the project. Building on the European Research Report

on gender and sport officiating which was published in 2022, in 2023 the first output to be completed was the Compendium of Best Practice Case Studied, this showcases five organisations who have implemented a successful initiative to engage women sport officials.

This was followed by the completion of an innovative online toolkit for recruitment and retention of female sport officials – following an extensive research and design period, the toolkit has been developed with two main parts, firstly a self-assessment section which supports users to assess the processes to engage women sport officials of their organisation, and secondly a series of resources with steps to success, tips and best practice for the recruitment and retention of women sport officials.

Finally a mentoring and leadership guide has been produced to support sport organisations to implement a mentoring scheme for women sport officials ●



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



**MAIN EXPECTED OUTPUTS:**

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



[www.wins-sport.eu/#wins\\_library](http://www.wins-sport.eu/#wins_library)

COORDINATOR:



FUNDER:



PARTNERS:





# A MAJOR PROJECT TO DEVELOP THE CAPABILITIES OF ANTI-DOPING PRACTITIONERS AND THE EFFECTIVENESS OF ANTI-DOPING ORGANISATIONS

<b>Full Title:</b>	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"
<b>Funded under:</b>	Erasmus+ Sport Programme - Collaborative Partnership - Call 2021
<b>Duration:</b>	36 months (from 1 <sup>st</sup> October 2022 to 30 <sup>th</sup> September 2025)
<b>Project Coordinator:</b>	European Observatoire of Sport and Employment (EOSE)
<b>Partnership :</b>	9 organisations from 8 countries

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

However, anti-doping education and training in Europe and across the world is currently not standardised nor harmonised. As the global leading authority in anti-doping, the World Anti-Doping Agency (WADA) has launched a strategic initiative 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 with co-funding from the Erasmus+ sport programme. Its overall ambition is 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 WADA, the project brings together a unique consortium of five National Anti-Doping Organisations (Austria, Denmark, France, Netherlands and Poland) and two International Sport Federations (Athletics and Rugby).

The partners are now applying EOSE's *7-Step Model for Lifelong Learning* to the European and global anti-doping workforce. 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 ●

## 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



Further information about the project can be found at: [www.gldf4cleansport.eu](http://www.gldf4cleansport.eu)

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



## PROGRESS

Over the last year the project partners have met four times: twice online and twice in person (Vienna and Rotterdam). Working together with a strong team spirit, they have:

- ✓ Carried out desk research and interviews with anti-doping stakeholders.
- ✓ Prepared and launched a global anti-doping workforce survey.
- ✓ Developed a draft functional map for the anti-doping industry.
- ✓ Established a Technical Working Group (TWG) and designed professional standards for Testing Officers/Managers.
- ✓ Established TWGs for the other three professional roles.
- ✓ Prepared a global education conference (Cannes, February 2024) to share and discuss the research findings.
- ✓ Prepared training of trainers and pilot training events for practitioners.

COORDINATOR:



TECHNICAL  
LEAD :



FUNDER:



PARTNERS:



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

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

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 envi-

ronment, 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 began 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 aim of the S2ABC work programme is to offer the opportunity to 70 participants from the European Union and four targeted countries from the Western Balkans (Albania, Kosovo, Montenegro, and Republic of North Macedonia) to take part in an innovative and fit-for-purpose transnational training programme on sport administration.

The main outputs of the project will be the development of two unique and innovative European Courses on Sport Administration which will be organised and delivered through a blended learning approach, made up of live online delivery supplemented by in-person national visits at the beginning and end of the study programmes for induction and graduation.

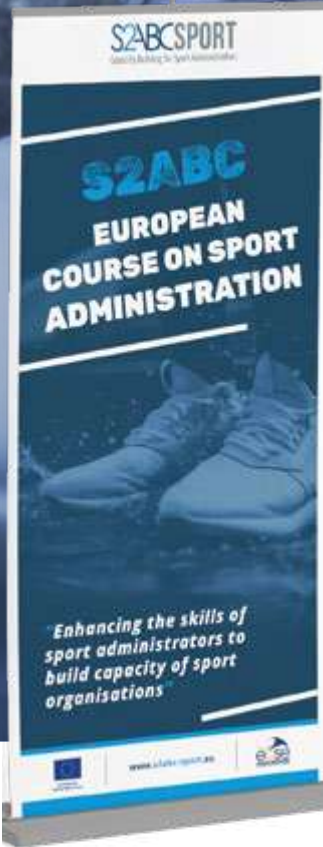
The organisation of national visits (in-person events) will give



Further information about the project can be found at: [www.s2abc-sport.eu](http://www.s2abc-sport.eu)

<sup>1</sup> Definition of sport administration from S2A-Sport project (2018)





participants opportunities for cultural exchange, and to develop knowledge of sport systems in different countries, as well as increasing knowledge of EU institutions, policies and tools.

**The titles of the training programmes are:**

- European Standard Course on Sport Administration (40 participants)
- European Advanced Course on Sport Administration (30 participants)

The courses are based on a series of consultation activities

with national sport stakeholders to underline and identify skills and competences expected and needed of sport administrators in the Western Balkans and the European Union.

The year 2023 saw the development and official launch of the S2ABC European Advanced Course with 30 participants from Western Balkans and the European Union who took part in a 3-day Induction Event in Louvain-la-Neuve (Belgium) in September 2023 followed by the delivery of 2 online modules on Project Management and on Finance in November and

December 2023. The third module on Human Resources will be delivered online in January and a Graduation Ceremony will be organised in Pristina (Kosovo) in March 2024.

The year 2024 will also be dedicated to the selection of 40 sport administrators to take part in the European Standard Course on Sport Administration that will start in March 2024 with an Induction Event in Albania, followed by the delivery of 3 online Modules in May, June and July, and the Graduation Ceremony in Montenegro in September 2024 ●

COORDINATOR:



FUNDER:



PARTNERS:



**NEW INITIATIVES  
FOR 2024**

**IN-FORMS**

## IMPROVING EMPLOYABILITY IN SPORT THROUGH INVESTIGATING, PROMOTING AND SUPPORTING INNOVATIVE FORMS OF EMPLOYMENT IN EUROPE

<b>Full Title:</b>	IN-FORMS - <i>"Improving employability in sport through investigating, promoting and supporting innovative forms of employment in Europe"</i>
<b>Funded under:</b>	Erasmus+ Sport Programme - Call 2023
<b>Duration:</b>	36 months (from 1 <sup>st</sup> January 2024 to 31 <sup>st</sup> December 2026)
<b>Project Coordinator:</b>	European Observatoire of Sport and Employment (EOSE)
<b>Partnership :</b>	12 organisations from 10 countries

### Building on the success of the recent FORMS project

IN-FORMS project has been designed to take FORMS to the next level and to respond to the above realities and characteristics of the sector and its labour market.

FORMS was a small-scale partnership (2021-2022), funded under Erasmus+ sport with five partners based in Belgium, France, Luxembourg, Netherlands and Portugal. Coordinated by EOSE, the main objective was to focus on this concept of new forms of employment and carry out a preliminary assessment of their potential value in improving the supply of skilled workers to sport organisations and their potential advantages and disadvantages as a response to the realities of the sport labour market. Preliminary desk research and bottom-up consultation were

carried out with a sample of sport stakeholders which showed a keen interest in new forms of employment and an appetite to develop them further in sport.

### Focus on the concept of innovative forms of employment

IN-FORMS has been designed as logical follow-up to keep up the momentum and as a direct response to the sector's needs and expectations to broaden and deepen the research carried out by the FORMS project, to pursue the consultation with sport stakeholders and to propose a series of innovative developments towards the modernisation of the sport labour market through the use of innovative forms of employment.

IN-FORMS has the overall goal to promote innovation in European sport employment and build the capacity of organisations,

employees and the self-employed to better understand and adopt new forms of employment as a way of improving employability and expanding the supply of skilled labour. IN-FORMS is using the definition provided by Eurofound<sup>1</sup> which characterised the concept of new or innovative forms of employment as *"Relationships between employers and employees that are different from the established one-to-one employment relationship."*

IN-FORMS, will specifically focus on how innovative forms of employment emerging in other industrial sectors could potentially help and offer concrete solutions to promote employability and social inclusion, create more stable employment, better long-term career prospects and improve the recruitment and retention of skilled workers in the sport sector.

<sup>1</sup> Eurofound (2015), New forms of employment and Eurofound (2020) New forms of employment: 2020 update, New forms of employment series, Publications Office of the European Union, Luxembourg.



The 36-month IN-FORMS transnational initiative is a direct response to the needs expressed by sport stakeholders and those involved in sport employment, and has the ambition to develop and implement innovative and practical solutions as a response to identified realities and challenges in the sport labour market in Europe.

Concrete outputs will provide policy and decision makers with clear information on the potential of employment

innovation to address these needs and practical resources to assist sport employers, employees and self-employed workers to implement new forms of employment fairly and ethically.

A partnership of 12 organisations representing employers, universities, research institutes and sport federations in 10 countries has been built to deliver the ambitious work programme composed of a series of desk research, consultation, development, testing and dissemination activities ●

**MAIN EXPECTED OUTPUTS:**

- ✓ European Research Report (from desk research, interviews and online survey)
- ✓ Policy recommendation papers from series of consultation activities
- ✓ Digital tools to guide organisations, workers and self-employed through the implementation of new forms of employment
- ✓ A network of 15 employment innovation experts to support implementation
- ✓ Sustainability action plan

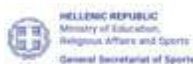
COORDINATOR:



FUNDER:



PARTNERS



# EUROPEAN PROJECTS 2023

EOSE ACTING  
AS PARTNER



**P**art of the philosophy and ambition of EOSE is to encourage, support and contribute to the development and implementation of transnational 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 2023.*

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

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



## TOWARDS AN INNOVATIVE APPROACH TO SUPPORT TEACHERS AND COACHES IN INTRODUCING VOLLEYBALL

<b>Full Title:</b>	Play Volleyball – Grow with it 2.0 (PVGW2.0)
<b>Funded under:</b>	Erasmus+ Sport Programme
<b>Duration:</b>	3 years (from 1 <sup>st</sup> January 2023 to 31 <sup>st</sup> December 2025)
<b>Project Coordinator:</b>	European Volleyball Confederation (CEV)

The promotion and growth of Volleyball at the grassroots level stand as key priorities outlined by the European Volleyball Confederation (CEV) and the implementation of this school project initiative under the slogan 'Play Volleyball, grow with it' (PVGW2.0) can be considered as pivotal to the achievement of this strategic goal.

Funded by the European Commission under the Erasmus+ Sport programme, this 3-year initiative coordinated by CEV strives to develop and pilot an innovative approach to support teachers and coaches in introducing volleyball to children aged 6 to 14. Emphasising social inclusion and equal opportunities in sports is a central aspect of this initiative.

The main objectives of PVGW2.0 can be summarised as follows:

- ✓ To enhance physical activity among children by introducing a new concept to introduce volleyball to new comers;
- ✓ To support teachers and coaches in facilitating the introduction of the volleyball game;
- ✓ To produce a new guide for teachers and coaches to introduce Volleyball;
- ✓ To extend the initiative to other national volleyball federations.

Through the year 2023, under the leadership of CEV and the German Sport University of Cologne (DSHS), the group of partners actively engaged in the development of a draft version of an innovative methodology, now titled "*Learning Volleyball – A New Guide for Teachers and Coaches.*"

The overarching aim is for this guide to be as comprehensive and practical as possible, aiding both school teachers and volleyball coaches in clubs when introducing the sport of Volleyball to newcomers.

The partnership, led by the European Volleyball Confederation (CEV), gathered four national volleyball federations (Austria, Iceland, Ireland, and Romania), the German Sport University of Cologne (DSHS) the Macedonian Society of Penology (MSP) and the European Observatoire of Sport and Employment (EOSE).

EOSE is delighted to be actively involved in this ambitious transnational project and will play a specific role in conducting an evaluation process for teachers and coaches to pilot and provide feedback on the guide ●



Further information about the project at: [www.inside.cev.eu/development/projects/cev-school-project/](http://www.inside.cev.eu/development/projects/cev-school-project/)



  
COORDINATOR

 Co-funded by  
the European Union  
FUNDER

**EOSE ROLE AS PARTNER:**

- ✓ Contribution to the innovative Guide;
- ✓ Evaluation of the relevancy and quality of the Guide;
- ✓ Recommendations towards further use and implementation (sustainability);
- ✓ Dissemination and promotion.



## DEVELOPING SPORTS MANAGERS AND LEADERS ACROSS EUROPE

<b>Full Title:</b>	DSMLE - "Developing Sports Managers and Leaders Across Europe"
<b>Funded under:</b>	Erasmus+ Sport Programme
<b>Duration:</b>	2.5 years (from 1st January 2021 to 30 <sup>th</sup> June 2023)
<b>Project Coordinator:</b>	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 report the successful conclusion of 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 (2019) and is a perfect fit with our vision for the sector.

DSMLE was coordinated by EOSE member, Cardiff Metropolitan University, and brought together six European Universities, a European Association and a UK professional body as well as EOSE to cooperate on innovative research into the employability, initial education, career development and continuing professional development of sport managers in Community Sport, Elite Sport,

Public, Private, Not-for-Profit and Voluntary across Europe.

The overall aim of DSMLE was 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 in order to improve the employability of graduates.

At its successful closure in June 2023, DSMLE had delivered the following outputs:

- ✓ A selection of the best practices from employability and entrepreneurship in cross-disciplinary communities of practice within partner countries.
- ✓ Field research, led by EOSE, consisting of surveys of

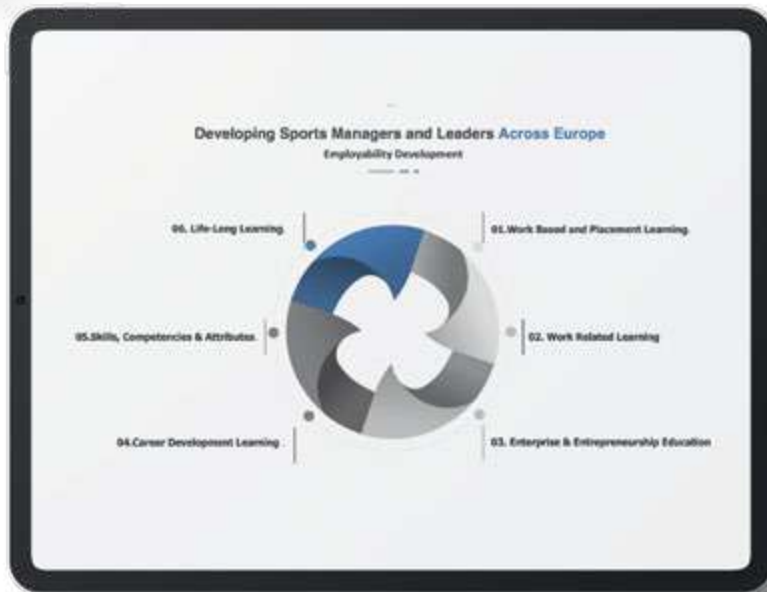
sport management students and practising frontline and middle managers on issues to do with employability, initial and continuing education and career development supplemented by interviews with high performing executives on their life histories and professional achievements.

- ✓ Guidelines and toolkits of good practices for developing sport management student employability.
- ✓ 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.
- ✓ Policy recommendations for government, federations and associations ●



Further information about the project at: [www.easm.net/developing-sport-managers-leaders-in-europe](http://www.easm.net/developing-sport-managers-leaders-in-europe)





COORDINATOR



FUNDER





## TAKING DOWN THE BARRIERS TO AN INCLUSIVE SPORT WORKFORCE – BEST INCLUSION PROJECT

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

The BeST project has been designed in response to EOSE's ESSA-Sport project which highlighted the need for a more inclusive workforce in the European sport workforce, paid and volunteer. This new initiative is focusing on three key areas: gender, age and disability.

Coordinated by the European Association of Sport Employers (EASE), the partnership includes 12 organisations dedicated to inclusion and diversity. The objective of this 36-month Erasmus+ sport project is to research the realities of the current sport labour market, explore barriers to inclusion, identify good practices, and provide concrete recommendation to encourage and enable sport organisations to create a more inclusive workforce of paid staff and volunteers.

To meet these objectives, the BeST project sets out to:

- ✓ 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 ●

### PROGRESS

Following a kick off meeting in Paris in June 2022, partners have continued to meet online, and in-person. Achievements to date are:

- ✓ Three desk research reports on inclusion covering gender, age and disability.
- ✓ Three online European roundtable meetings, gathering international stakeholders to discuss the topic of inclusion in the sport workforce.
- ✓ Preparations for national roundtable meetings in Belgium, Finland, France, Ireland, Italy, Lithuania, Sweden, Netherlands and Spain to share and debate the research findings, identify good practices and help to generate recommendations.

 Further information about the project at: [www.easesport.eu/best-inclusion/](http://www.easesport.eu/best-inclusion/)



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



TOWARDS THE  
PROFESSIONAL  
DEVELOPMENT OF  
SUPPORTER LIAISON OFFICERS

## TOWARDS THE PROFESSIONAL DEVELOPMENT OF SUPPORTER LIAISON OFFICERS

**Full Title:** TPDS - "Towards the Professional Development of Supporter Liaison Officers"  
**Funded under:** Erasmus+ Sport Programme  
**Duration:** 3 years (from 1<sup>st</sup> June 2023 to 31<sup>st</sup> May 2026)  
**Project Coordinator:** Football Supporters Europe (FSE)

Towards the Professional Development of Supporter Liaison Officers (TPDS) is a transnational project to change the ways in which Supporter Liaison Officers (SLOs) in football are trained.

SLOs have a key preventive role to play in tackling spectator-related disorder in Football by facilitating, managing and quality assuring dialogue between clubs, supporters and other stakeholders such as the national associations, leagues and the police, and contributing to effective matchday operations.

Against this background, increasing demands are being

placed on SLOs in the fulfilment of their liaison role by a host of stakeholders, all with different needs, wants and expectations. Negotiating these different aspirations to the satisfaction of all, often at a moment's notice, is an extremely difficult task and one which requires an adequate level of training to equip SLOs with the knowledge, expertise and skills they need to do the job.

Unfortunately, very few national football associations and leagues are offering club SLOs advanced training at present. A large number of SLOs across Europe receive only a very basic level of instruction regarding their role, and many receive no training

at all. Learning by doing is the name of the game. The situation is exacerbated by the fact that SLOs often do not carry out the function in a full-time role. Many are volunteers and, given the lack of support and recognition, the churn rate is high.

Pioneering novel educational tracks for this profession, setting and testing occupational standards and ensuring long-lasting programming in higher education, will make football the world's largest sport, ready to play its role in creating value driven, safe and healthy societies.

The project aims to create new learning pathways for SLOs



Further information about the project at: [www.fanseurope.org/tpds/](http://www.fanseurope.org/tpds/)



in Europe, with a view to also initiate this work worldwide. This collaborative partnership is a first attempt to create credible educational pathways for the SLO profession in Europe in higher education, to connect expertise in the field with practitioners and education, to define occupational standards, and to constitute a milestone in the quest to ensure football is a safe and welcoming experience for all in the future.

EOSE is delighted to be actively involved in this ambitious transnational project and to bring its expertise and innovative approach to the development of occupational standards as well as fit-for-purpose qualifications and training courses ●

#### EOSE ROLE AS PARTNER:

- ✓ Lead the development of Occupational Standards for Supporter Liaison Officers (SLOs)
- ✓ Contribute to the development of learning content and training courses
- ✓ Attend all partner meetings
- ✓ Support activities of dissemination and promotion.



COORDINATOR



FUNDER



# SEE THE EVENTS



# EOSE EVENTS

## BACKGROUND

We were delighted to be able in 2023 to organise some face-to-face meetings gathering EOSE members and partners. Some events were still organised online for various reasons but a majority were face-to-face in 2023. Moreover, we have also been able to participate in various workshops, meetings and conferences.

Organising events and attending conferences and workshops were important activities throughout the year 2023 to engage with our current network of members and partners, to strengthen the relationships and to get a better understanding of their expectations, priorities and the real issues facing the sport sector across the European Union. It was also central to spread information about latest developments and initiatives of the sector, 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, members and partners all over Europe and beyond.

EOSE also organised a series of partner meetings and final conferences as part of the ongoing European funded collaborative projects coordinated during the year 2023. 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 2023 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

2023

AT A GLANCE

43

EVENTS

31

ORGANISED



## IN 2023

With the aim to increase and strengthen the recognition of EOSE at the international, European and national level, as well as to support members and partner organisations, EOSE organised and promote latest developments, attended a wide range of events, conferences and workshops in 2023, some of which are highlighted below.

### S2ABC FULL PARTNER MEETING - ERASMUS+ SPORT CAPACITY BUILDING PROJECT

📍 Skopje, North Macedonia - 30<sup>th</sup> and 31<sup>st</sup> January 2023

**S2ABCSPORT**  
Capacity Building for Sport Administration



The 30<sup>th</sup> and 31<sup>st</sup> of January 2023 saw the kick-off meeting for a new transnational initiative funded by the European Commission under the Erasmus+ Call for Proposals Capacity Building in the field of Sport 2022.

The 2-year initiative entitled *"Enhance the skills of sport administrators to build capacity of sport organisations in the Western Balkans through innovative training and development activities (S2ABC)"*

has the ambition to continue EOSE's relationship with key partners in the sport sector in the Western Balkans and to build on previous successful projects to deliver high quality sport administration training.

The meeting was attended by representatives from the unique partnership of two organisations from the European Union and five from the Western Balkans, including three National Olympic Committees and three

universities. The purpose of the meeting was to cement the working relationship between the partners and plan for the intense work period of the project over two years. The work plan discussed in Skopje includes the delivery of two courses in sport administration delivered through blended learning with four in-person events to organise for course participants in the EU and Western Balkans as well as six online modules delivered through live delivery ●

## 2023 EVENTS TIMELINE

\*Events organised by EOSE

### JANUARY

**18<sup>th</sup>**  
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

**30<sup>th</sup>**  
Erasmus+ Sport Info Day  
Virtual

**30<sup>th</sup> - 31<sup>st</sup>**  
S2ABC Full Partner Meeting - Erasmus+ Sport Capacity Building project in Sport  
Skopje, North Macedonia

### FEBRUARY

📄 Read more about the S2ABC project at: [www.s2abc-sport.eu](http://www.s2abc-sport.eu)



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

📍 Malmö, Sweden - 30<sup>th</sup> and 31<sup>st</sup> March 2023

**EDUGOLF**  
MODERNISING EDUCATION AND TRAINING IN GOLF



On the 30<sup>th</sup> and 31<sup>st</sup> of March 2023, EDUGOLF partners from across Europe convened in the beautiful city of Malmö, for the 5th full partner meeting, hosted by PGA of Sweden. Jointly led by the Confederation of Professional Golf (CPG) and EOSE with co-funding from the EU's Erasmus+ Sport programme, EDUGOLF's overall aim is to grow the game of golf through modernising education and training.

The partners received updates on the first main output "European

Research Report on the Changing Realities and Tendencies of the Golf Labour Market and Education Requirements" and the framework of occupational standards, skills and knowledge.

The meeting then focused on finalising the third output, an Education and Training Handbook for Golf in Europe. With the structure and content already agreed, the partners worked in breakout groups developing a series of learning module outlines for coaching, game

development and management, using the occupational standards as the key reference.

Partners also began work on the development on innovative online learning courses to support continuing professional development in the industry and planned dissemination activities, including workshops in seven European countries and a final European conference ●

📄 Read more about the EDUGOLF project at: [www.edugolf.eu](http://www.edugolf.eu)

## MARCH

**7<sup>th</sup>**  
GLDF4CleanSport  
Full Partner Meeting -  
Erasmus+ Sport project  
on skills development in  
anti-doping  
Virtual

**16<sup>th</sup>**  
S2ABC Full Partner  
Meeting - Erasmus+ Sport  
Capacity Building project  
Virtual

**23<sup>rd</sup>**  
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

**30<sup>th</sup> - 31<sup>st</sup>**  
EDUGOLF Full Partner  
Meeting – Erasmus+ Sport  
project on skills needs  
in golf  
Malmö, Sweden

## APRIL

**4<sup>th</sup>**  
GLDF4CleanSport  
Full Partner Meeting -  
Erasmus+ Sport project  
on skills development in  
anti-doping  
Virtual

**12<sup>th</sup>**  
S2ABC Full Partner  
Meeting - Erasmus+ Sport  
Capacity Building project  
Virtual

**20<sup>th</sup>**  
Pact for Skills Thematic  
Seminar on 'Investing in  
upskilling and reskilling'  
Virtual

**20<sup>th</sup> - 21<sup>st</sup>**  
V4V Full Partner Meeting  
– Erasmus+ Sport project  
on volunteering in sport  
London, UK

**27<sup>th</sup>**  
EOSE Executive Board  
Meeting  
Virtual

## V4V FULL PARTNER MEETING - ERASMUS+ SPORT PROJECT ON VOLUNTEERING IN SPORT

📍 London, UK - 20<sup>th</sup> and 21<sup>st</sup> April 2023



Skills acquired through  
Volunteering in Sport



The 13 partners in the EU funded V4V project "Skills acquired through volunteering in sport" gathered for their fifth Full Partner Meeting on the 20<sup>th</sup> and 21<sup>st</sup> April 2023 in the City of London as guests of the UK's Sport and Recreation Alliance.

Coordinated by EOSE, this two-day event gave the partners a full opportunity to review and approve the final draft of the project's key research report A

Comprehensive Mapping of the sport volunteering workforce in Europe, to continue their detailed work on two practical online toolkits and to plan how the project's outputs can go forward after its conclusion.

With the project reaching its conclusion in December 2023, the meeting considered how V4V's innovative outputs can be sustained and used after the funding period ends.

The meeting began to work out the structure, potential recommendations, targeted audiences and key priority actions of a plan to ensure the ongoing dissemination and maintenance of the products and practical activities to embed them into the work of international, European and national sport federations and their huge networks of clubs ●

📖 Read more about the V4V project at: [www.v4v-sport.eu](http://www.v4v-sport.eu)

## EU SPORT FORUM

📍 **Stockholm, Sweden** - 2<sup>nd</sup> and 3<sup>rd</sup> May 2023



Prof. Thierry Zintz, as past president, represented EOSE at the EU Sport Forum organised in Stockholm on 02-03 May 2023 by the European Commission, Directorate-General for Education, Youth, Sport and Culture.

The Forum was an opportunity to focus on the challenges faced by sport organisations and organisers of mega sport events. Panel discussions focused on leadership roles of women in sport, on the sustainability of sport

events and on sport skills seen as lifelong competences. Good governance and athletes' rights were the main topic of the second day.

The #BeInclusive EU Sport Awards ceremony was the occasion to present a new award dedicated to Sport for Peace.

400 participants joined the Sport Forum and the opportunity was given to Prof. Zintz to strengthen the links between EOSE and various stakeholders from the sport sector ●

📄 Read more about the EU Sport Forum 2023 on [www.eusportforum2023.eu](http://www.eusportforum2023.eu)

## PLAY VOLLEYBALL, GROW WITH IT 2.0 PARTNER MEETING – ERASMUS+ PROJECT ON VOLLEYBALL

📍 **Vienna, Austria** - 11<sup>th</sup> and 12<sup>th</sup> May 2023



The partners of the 'Play Volleyball – Grow with it 2.0' project, met in Vienna, Austria, on 11<sup>th</sup> and 12<sup>th</sup> May 2023, for the first fine-tuning meeting involving representatives of the coordinator the CEV, the National Federations of Austria,

Iceland, Ireland, and Romania – as well as the German Sport University of Cologne (DSHS) and EOSE which is a full partner in the project.

The national federation project partners have collected some good initiatives since the first kick off meeting held earlier in the year, which will result in the production of a 'Mapping of Good Initiatives' document, to stand as a baseline for what projects and similar initia-

tives or programmes already exist for the target group – children aged from 6 to 14 years old.

The main objective of this meeting was to discuss the first concept of the educational programme to be created for the project, and to receive feedback from the partners. The meeting also included some definition of the next steps in drafting the educational programme ●

📄 Read more about the project at: [www.inside.cev.eu/development/projects/cev-school-project/](http://www.inside.cev.eu/development/projects/cev-school-project/)

## MAY

2<sup>nd</sup> - 3<sup>rd</sup>EU Sport Forum 2023  
Stockholm, Sweden10<sup>th</sup> - 12<sup>th</sup>DSMLE Final Conference –  
Erasmus+ Sport project to  
develop sport managers and  
leaders  
*Leipzig & Virtual*16<sup>th</sup> - 17<sup>th</sup>WINS Full Partner Meeting  
– Erasmus+ Sport project in  
female sport officials  
*Brussels, Belgium*11<sup>th</sup> - 12<sup>th</sup>Play Volleyball, Grow with it 2.0  
Partner Meeting – Erasmus+  
project on volleyball  
*Vienna, Austria*25<sup>th</sup>S2ABC Full Partner Meeting  
- Erasmus+ Sport Capacity  
Building project  
*Virtual*

:

## JUNE

9<sup>th</sup>S2ABC Full Partner Meeting  
- Erasmus+ Sport Capacity  
Building project  
*Virtual*22<sup>nd</sup> - 23<sup>rd</sup>Cedefop Conference on Micro-  
Credentials for Labour Market  
and Education and Training  
*Virtual*30<sup>th</sup>BeST Inclusion Full Partner  
Meeting – Erasmus+ Sport  
project on inclusiveness and  
diversity in sport  
*Virtual*

:

## JULY

4<sup>th</sup> - 5<sup>th</sup>GLDF4CleanSport Full Partner  
Meeting - Erasmus+ Sport  
project on skills development  
in anti-doping  
*Rotterdam, Netherlands*12<sup>th</sup> - 13<sup>th</sup>EOSE Executive Board  
Meeting  
*Lisbon, Portugal*12<sup>th</sup>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*18<sup>th</sup>S2ABC Full Partner Meeting  
- Erasmus+ Sport Capacity  
Building project  
*Virtual*

:

## AUGUST

## GLDF4CLEANSPOORT FULL PARTNER MEETING - ERASMUS+ SPORT PROJECT ON SKILLS DEVELOPMENT IN ANTI-DOPING

📍 Rotterdam, Netherlands - 4<sup>th</sup> and 5<sup>th</sup> July 2023



EOSE is fully committed to protecting the integrity and values of sport. This is highlighted by GLDF4CleanSport, a three-

year Erasmus+ project led by EOSE and the World Anti-Doping Agency (WADA). The project aims at harmonising the training of anti-doping practitioners across Europe and the world, improving their competence and supporting WADA's vision of “a world where all athletes can participate in a doping-free sporting environment”.

The partnership brings together a unique combination of five National Anti-Doping Organisations and two International Sport Federations with additional support from the Council of Europe.

The partners met for the third time in Rotterdam (Netherlands) on July 4<sup>th</sup> and 5<sup>th</sup>

as guests of Doping Authority Netherlands for a two-day meeting to review progress in the research phase of the project and plan its next steps.

Partners worked intensively on exploring the first findings of desk research and interviews, planning a global anti-doping workforce survey, beginning the process of analysing all of the key functions needed in the industry (the first step to designing Professional Standards and competency-based training) and preparing an input to WADA's Global Education Conference in February 2024 ●

📄 Read more about the GLDF4CLEANSPOORT project at: [www.gldf4cleansport.eu](http://www.gldf4cleansport.eu)

## S2ABC EUROPEAN ADVANCED COURSE ON SPORT ADMINISTRATION INDUCTION EVENT, ERASMUS+ SPORT CAPACITY BUILDING PROJECT

📍 Louvain-la-Neuve/ Brussels, Belgium - 20<sup>th</sup> - 22<sup>nd</sup> September 2023



**S2ABCSPORT**  
Capacity Building for Sport Administration

The picturesque city of Louvain-la-Neuve in Belgium played host to the commencement of the S2ABC European Advanced Course on Sport Administration. From the 20<sup>th</sup> to the 22<sup>nd</sup> of September, this was a hub for learning and networking for professionals in the sports administration sec-

tor, for a total of 27 participants, hailing from both the Western Balkans and the European Union.

Across the three days of the induction event the participants took part in a series of informative sessions and distinguished presentations that further broadened their understanding of sports administration. This included a visit to the European Parliament where discussions

revolved around the European Model of Sport and EU Policies. Another highlight of the event was a trip to the Belgium Olympic Interfederal Committee to take a closer look at the NOC's functions and initiatives.

Following this successful induction event, the first two modules of the S2ABC European Advanced Course on Sport Administration on the topics of project management and finance were delivered in November and December 2023. The final module and in-person graduation event will take place in early 2024 ●

📄 Read more about the S2ABC project at: [www.s2abc-sport.eu](http://www.s2abc-sport.eu)

## BEST INCLUSION FULL PARTNER MEETING - ERASMUS+ SPORT PROJECT ON INCLUSIVENESS AND DIVERSITY IN SPORT

📍 Murcia, Spain - 25<sup>th</sup> and 26<sup>th</sup> September 2023

**BeST Inclusion**  
Better Sport Through Inclusion

Equality, diversity and inclusion in the sport workforce has always been a hot topic for EOSE and we are delighted to be a partner in BeST Inclusion, a three-year project run by the European Association of Sport Employers (EASE) with five EOSE members also in the 12-strong consortium: Arbetsgivaralliansen, Munster Technological University (MTU), Sportwerk Vlaanderen, University of Cassino

and Southern Lazio (UNICAS), and Werkgevers in de Sport (WOS).

The partners convened for their second in-person meeting at the beautiful old campus of the University of Murcia (Spain) on 25-26 September 2023. The main purpose of the meeting was to review three academic research papers on gender, age and disability, identify key issues and plan nine national roundtable consultation events in Belgium, Finland, France, Ireland, Italy, Lithuania, Sweden, Netherlands and Spain. The roundtables aim to discuss and



gather examples of good practice in inclusion. They were scheduled to take place between November 2023 and February 2024. The overall aim of BeST is to contribute to greater inclusion in the European sport sector by making practical recommendations to employers regarding the employment of women, young people and people with disabilities ●

📄 Read more about the BEST project at: [www.easesport.eu/best-inclusion/](http://www.easesport.eu/best-inclusion/)

## SEPTEMBER

**20<sup>th</sup> - 22<sup>nd</sup>**  
S2ABC European  
Advanced Course on Sport  
Administration Induction  
Event  
*Louvain-la-Neuve / Brussels  
Belgium*

**25<sup>th</sup> - 26<sup>th</sup>**  
BeST Inclusion Full Partner  
Meeting – Erasmus+ Sport  
project on inclusiveness and  
diversity in sport  
*Murcia, Spain*

**29<sup>th</sup>**  
Launch of the House of Sport  
Volunteers  
*Virtual*

## OCTOBER

**3<sup>rd</sup>**  
EOSE Member Capacity  
Building Workshop on  
Micro-credentials  
*Virtual*

**3<sup>rd</sup>**  
EOSE Executive Board  
Meeting  
*Virtual*

**4<sup>th</sup>**  
WINS Full Partner  
Meeting – Erasmus+ Sport  
project on female sport  
officials  
*Brussels, Belgium*

**5<sup>th</sup>**  
WINS Final Conference,  
European Women  
Sport Officiating Forum  
*Brussels, Belgium*

**9<sup>th</sup> - 10<sup>th</sup>**  
TDPS Partner Meeting –  
Erasmus+ Sport project to  
develop Supporter Liaison  
Officers in Football  
*Frankfurt, Germany*

**16<sup>th</sup>**  
S2ABC Full Partner  
Meeting - Erasmus+ Sport  
Capacity Building project  
*Virtual*

**19<sup>th</sup> - 20<sup>th</sup>**  
Play Volleyball, Grow with  
it 2.0 (PVGW2.0) Partner  
Meeting – Erasmus+  
project on volleyball  
*Bucharest, Romania*

**26<sup>th</sup>**  
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*



## WINS FINAL CONFERENCE, EUROPEAN WOMEN SPORT OFFICIATING FORUM - ERASMUS+ SPORT PROJECT ON FEMALE SPORT OFFICIALS

📍 Brussels, Belgium - 5<sup>th</sup> October 2023



The WINS Final Conference provided the perfect opportunity to showcase the results and inspire the participants at the event to strive even harder for gender equality in sport officiating.

Over 40 participants from across Europe and beyond came together at the picturesque venue of the Chateau de la Solitude in Brussels on the 5<sup>th</sup> of October for the event titled "European Women Sport Officiating Forum".

The first group of speakers focused on the outputs of the



WINS project, with speakers presenting the results of the WINS research phase, the Compendium of Good Practice Examples, and the innovative online WINS Toolkit for the engagement of women sport officials.

Next, two high achieving women sport officials and a representative of the Council of Europe took the stage together to dis-

cuss the motivations, challenges and what it takes to reach the top in officiating, and the reasons why we strive for gender equality in sport.

The conclusions of the event were clear at the end:

- No sport officials = no sport
- Women are the future of sport officiating ●

📖 Read more about the WINS project at: [www.wins-sport.eu](http://www.wins-sport.eu)

## TDPS PARTNER MEETING - ERASMUS+ SPORT PROJECT TO DEVELOP SUPPORTER LIAISON OFFICERS IN FOOTBALL

📍 Frankfurt, Germany - 9<sup>th</sup> and 10<sup>th</sup> October 2023



EOSE is proud to be involved in TPDS, a new Erasmus+ sport project aimed at promoting safety, security and service at football matches. The initiative is coordinated by Football Supporters Europe (FSE) with EOSE playing the lead in developing occupational standards.

Competition is a vital ingredient in sport, but sometimes passions run too high, and violent disorder can result. This is why FSE, with the backing of

UEFA, has been promoting a new role in football – Supporter Liaison Officer (SLO). SLOs act as a bridge between clubs and supporters by providing a two-way flow of information. SLOs ensure fans' voices are heard in the club and aim at creating an enjoyable matchday experience for everyone involved.

Because SLOs are relatively new there are few training opportunities available. FSE

has addressed this need by setting up Towards the Professional Development of SLOs (TPDS). With the involvement of EOSE, SLO representatives and academic partners, TPDS will create relevant competence-based training.

TPDS held its first in-person partner meeting in Frankfurt on 9-10 October 2023. The partners reviewed the SLO role, examined the current German training offered by the University of Kassel and began the process of developing the occupational standards.

The evening before the meeting, partners had the opportunity to work shadow Eintracht Frankfurt's SLO, Marc Francis, before and during a Bundesliga match ●

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



## V4V FINAL CONFERENCE, EUROPEAN SPORT VOLUNTEERING SUMMIT - ERASMUS+ SPORT PROJECT ON VOLUNTEERING IN SPORT

📍 Budapest, Hungary - 13<sup>th</sup> December 2023



On 13<sup>th</sup> of December 2023, 65 sport volunteering stakeholders from across Europe gathered at the Hungarian University of Sports Science (HUSS) in Budapest, Hungary, for the first ever European Sport Volunteering Summit.

The event was organised by EOSE and our partners from the V4V project (full title: Analysing and Making Visible the Skills Acquired Through Sport Volunteering in Europe), co-funded by the European Union's Erasmus+ sport programme. The event was moderated by Mr Greg Woods, World Rugby's Participation Programmes Manager.

Geoff Carroll, EOSE's Director of Skills Development, gave a presentation which covered the principal findings from the V4V project, now published in the report, Sport Volunteering in Europe: Realities, Opportunities and Challenges. Geoff highlighted important findings on the size and importance of sport volunteering to the sector, how it varies across European nations, the need for greater diversity and inclusion and examined key themes around volunteer recruitment, management, training and retention.

Aurélien Favre, EOSE's Executive Director, with the support of Stephen Robson and Janine Partington from Leeds Beckett University gave an introduction to the two innovative interactive online tools which are being produced

as part of V4V: a self-evaluation toolkit for sport organisations to help them assess their strengths and weaknesses in regard to volunteering and a self-reflection tool for sport volunteers themselves which would help them identify the competencies, skills and personal qualities they have developed while volunteering.

Delegates then divided into breakout groups to consider five vital questions linked to the findings and engaged in animated and stimulating discussions for more than an hour. The summit concluded with a high level panel during which panelists responded with their own reflections on the project and their experience of sport volunteering in response to questions from the moderator ●

### NOVEMBER

7<sup>th</sup> - 9<sup>th</sup>

S2ABC European Advanced Course on Sport Administration - Module 1 (Project Management)  
*Virtual*

15<sup>th</sup>

EDUGOLF Final Conference - Erasmus+ Sport project on skills needs in golf  
*Vienna, Austria*

21<sup>st</sup>

BeST Inclusion Full Partner Meeting – Erasmus+ Sport project on inclusiveness and diversity in sport  
*Virtual*

27<sup>th</sup>

S2ABC Full Partner Meeting - Erasmus+ Sport Capacity Building project  
*Virtual*

30<sup>th</sup>

GLDF4CleanSport Full Partner Meeting – Erasmus+ Sport project on skills development in anti-doping  
*Virtual*

### DECEMBER

4<sup>th</sup>

EDUGOLF Full Partner Meeting – Erasmus+ Sport project on skills needs in golf  
*Virtual*

4<sup>th</sup>

EU Workshop on Skills and Workforce Development Challenges in Sport  
*Virtual*

5<sup>th</sup> - 7<sup>th</sup>

S2ABC European Advanced Course on Sport Administration - Module 2 (Finance)  
*Virtual*

12<sup>th</sup>

EOSE Executive Board Meeting  
*Budapest, Hungary*

13<sup>th</sup>

V4V Final Conference, European Sport Volunteering Summit  
*Budapest, Hungary*

13<sup>th</sup>

EOSE General Assembly  
*Budapest, Hungary*

14<sup>th</sup>

EOSE Members' Seminar  
*Budapest, Hungary*

📖 Read more about the V4V project at: [www.v4v-sport.eu](http://www.v4v-sport.eu)



SOE FUNCTIONING



# EOSE FUNCTIONING

The organisational chart of EOSE and its way of functioning have evolved through the past years with the development, enlarging and widening of the scope and remit of our 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 76, has been designed to ensure the most efficient functioning and strategic lead of internal/external activities and responsibilities.

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

# EOSE ORGANISATIONAL CHART 2023

GENERAL ASSEMBLY = ALL EOSE MEMBERS

DEFINING PRIORITIES

ELECT

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



Wojciech Wasniewski  
Projects and Research Coordinator (starting in 2024)

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 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, analysis of the sport labour market, quality education and vocational training systems, and the modernisation of the link between the worlds of education and employment.

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

federations, training providers) with varied competences and recognised as expert bodies for skills and employment issues in their countries. The membership is increasing every year and it is extremely encouraging to underline a current coverage of 25 EU countries (and 3 non-EU countries) as shown in the table below. The ambition for EOSE 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 re-

levant activities and European projects/studies linked to their expertise, needs 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 and case studies, strengthen the network, and discuss priority actions for both EOSE and the sport and physical activity sector.

Albania	Sports University of Tirana (SUT)	Malta	Sport Malta
Belgium	Flemish Office for Employment in Sport (Sportwerk Vlaanderen)	Netherlands	Employers' organisation in sports (WOS)
Belgium	Université catholique de Louvain (UCL)	Poland	Institute of Sport - National Research Institute (INSP)
Bulgaria	National Sports Academy "Vassil Levski" (NSA)	Portugal	Portuguese Institute of Sport and Youth (IPDJ)
Croatia	Croatian Association for Sport Management (CASM)	Portugal	Sport Sciences School of Rio Maior (ESDRM)
Cyprus	University of Nicosia (UNIC)	Romania	National Institute for Sport Research (NISR)
Czech Republic	Palacký University of Olomouc, Faculty of Physical Culture	Slovenia	Sports Union of Slovenia (SUS)
Denmark	Sports Hub Denmark (IdrætsPlatformen)	Spain	Consejo General de la Educación Física y Deportiva (COLEF)
Estonia	Estonian Foundation of Sports Education and Information (EFSEI)	Spain	Polytechnic University of Madrid (UPM)
France	Analysis Institute on Education and Employment in Sport (GAREF)	Sweden	Arbetsgivaralliansen
France	Fédération Nationale Profession Sport et Loisirs (FNPSL)	Turkey	Bayburt University
Germany	University of Applied Sciences for Sport and Management Potsdam (ESAB)	Ukraine	National University of Ukraine on Physical Education and Sport (NUUPES)
Greece	General Secretariat of Sports, Ministry of Education, Religious Affairs and Sports (SGS)	UK	Cardiff Metropolitan University
Hungary	The Hungarian University of Sports Science (HUSS)	UK	EOSE Services
Ireland	Munster Technological University (MTU)	UK	Leeds Beckett University (LBU)
Italy	University of Cassino and Southern Lazio (UNICAS)	UK	University of Chester
Latvia	Latvian Academy of Sport Education (LASE)		
Lithuania	Mykolas Romeris University (MRU)		INDIVIDUAL MEMBERS:
Luxembourg	LUNEX		Kilian Fisher (Ireland)
			Mairit Pellinen (Finland)

# EOSE GENERAL ASSEMBLY AND MEMBERS' SEMINAR 2023

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

📍 Budapest (Hungary) - 13<sup>th</sup> and 14<sup>th</sup> December 2023

The 13<sup>th</sup> and 14<sup>th</sup> of December 2023 saw EOSE members gather for the EOSE General Assembly and Annual Members' Seminar 2023 in Budapest, Hungary.

This annual event restricted to EOSE members gathered a total of 38 participants from 23 countries and was hosted by the Hungarian University of Sports Science (HUSS).



### EOSE GENERAL ASSEMBLY 2023

#### OPENING REMARKS

The General Assembly was opened by EOSE President, Kirstie Simpson, who thanked everyone for their attendance at this busy time of year and extended warm gratitude to staff members from the Hungarian University of Sports Science (HUSS), Dr Szilvia Perényi and Dr Judit Farkas, for their hospitality and wonderful efforts in making the event possible.

The host of the event provided a short presentation to introduce the overall structure, main

expertise and latest activities of the Hungarian University of Sports Science (HUSS).

#### NEW EOSE STRATEGIC DEVELOPMENT PLAN 2024-2026

The General Assembly then received a brief introduction to the new EOSE Strategic Development Plan for 2024-2026 which would be distributed to members for feedback and finalisation early 2024.

With the support of its network of members and partners, it was confirmed that EOSE has been able to cement its position in the sport 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 sector across Europe.

It was mentioned that the current Vision as well as the Mission for EOSE will remain the same for the next 3-year period from 2024 - 2026.

The overall context was then presented to the audience focusing on the recognised potential of the sport sector but also the changing realities of the sector and the society. A focus was then made on the EOSE expertise and progress made during the last 3 years before a brief presentation

of the aims and objectives of EOSE for the next 3 years.

The work programme 2024-2026 was then introduced with a list of concrete targeted research activities, development activities, dissemination and consultation activities, and delivery and implementation activities.

#### MEMBERSHIP

Aurélien Favre, Executive Director, then took members through the main business of the General Assembly. Following the approval of the minutes of the 2023 General Assembly, Aurélien provided an update on the current membership situation highlighting continued growth and extension. With members from Ukraine and Turkey having joined in 2023, the network is now gathering 35 organisations from 28 different countries.

The target is now to get a full coverage of all 27 EU nations and to explore potential extension with new members from outside the European Unions (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 then provided members with an overview of EOSE's activities in 2023 which highlighted continuing cooperation with the World Anti-Doping Agency (GLDF4CleanSport), an ongoing European Course on Sport Administration with a special focus on Western Balkans (S2ABC), the successful completion of projects on European sport volunteering (V4V), gender and sport officiating (WINS), modernising education in golf (EDUGOLF) and the analysis and publication of latest sport employment statistics.

Moreover, Aurélien also underlined the delivery of some capacity building activities for members, the organisation of various consultation and dissemination workshops and events, as well as the launch of the new EOSE website in 2023.

The activity report concluded with a brief presentation of the new successful application coordinated by EOSE which will start in January 2024 for a duration of 3 years. This new initiative entitled IN-FORMS "Improving employability in sport through investigating, promoting and supporting innovative forms of employment in Europe" aims to promote innovation in European sport employment and build the capacity of organisations, employees and the self-employed to better understand and adopt new forms of employment as a way of improving employability and expanding the supply of skilled labour.

Two members, Javier Pérez Tejero (Polytechnic University of Madrid) and Vilma Čingienė (Mykolas Romeris University) presented on two new initiatives in the sport sector.

**FINANCE**

The official business continued with a detailed financial report from Aurélien and Abel Santos, EOSE Treasurer, which confirmed a healthy situation for the organisation and a positive forecast for the next years.

**EXECUTIVE BOARD ELECTIONS**

The General Assembly concluded with Executive Board Elections. Having considered the preceding nomination process, members unanimously validated the reappointment of three Board members, Simone Digennaro (UNICAS, Italy), Mark Cutajar (SportMalta) and Abel Santos (ESDRM, Portugal) whose mandates were coming to an end.



## EOSE MEMBERS' SEMINAR 2023

Following the annual EOSE General Assembly, EOSE held its annual Members' Seminar on 14<sup>th</sup> December 2023 also at the Hungarian University of Sports Science (HUSS) in Budapest.

This event gave an opportunity for members to review EOSE's statistical findings and analysis of sport employment for the period from 2011 to 2022, including, for the first time, an overview of trends since the main effects of the COVID pandemic were over (2021-2022).



Aurélien Favre, EOSE Executive Director, clarified the research methodology and then gave a detailed presentation of the latest sport labour market statistics highlighting some of the key findings and trends. Noting certain definitional changes, members were able to examine the European sport employment growth in 2020-2022 as a whole and to discuss some broad summaries on positive and negative growth on a country-by-country basis.

Members were then presented with detailed breakdowns of the sport labour force by gender, age, level of qualification, part-time and fulltime employment and self-employment.

Working in interactive groups through the whole session, EOSE national members considered a number of questions relating to trends including possible reasons, challenges for the sector and potential solutions, and reflected on these statistics describing the

main characteristics of the sport labour market (size, breakdown by gender, age, level of education, type of employment – employed/self-employed, and type of working contract – part time/full time).

Members were also asked to give feedback on how they compared with their own impressions of their national sport labour markets and then to identify some priority actions for the sector to face some of the identified realities and challenges.

Aurélien concluded the discussion by explaining that the full sport employment statistical report and analysis would be made available in early January 2024, together with a European Factsheet and individual Factsheets for each country.

Following a wrap up session, EOSE President closed the event and wished all EOSE members a Merry Christmas and a healthy and successful 2024.

Aurélien Favre, EOSE Executive Director, said:

“

*The annual EOSE event is always a highlight, bringing together all our members for a shared exploration of the latest developments and activities in the sport sector. The opportunity to exchange ideas on priority actions for both the sport sector and EOSE is always invaluable and inspirational.*

*The EOSE Members' Seminar was a particularly enriching experience, providing a platform to present the latest statistics concerning the sport labour market in Europe and engaging in deep discussions on realities and trends."*





## EOSE EXECUTIVE BOARD MEETINGS

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

A total of four Executive Board meetings (two virtual and two face-to-face) were organised during the year 2023 and gathered Board Members and the EOSE Executive Director.

📍 **Virtual (Zoom)** - 27<sup>th</sup> April 2023

📍 **Lisbon (Portugal)** - 12<sup>th</sup> and 13<sup>th</sup> July 2023

📍 **Virtual (Zoom)** - 3<sup>rd</sup> October 2023

📍 **Budapest (Hungary)** - 14<sup>th</sup> December 2023

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



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

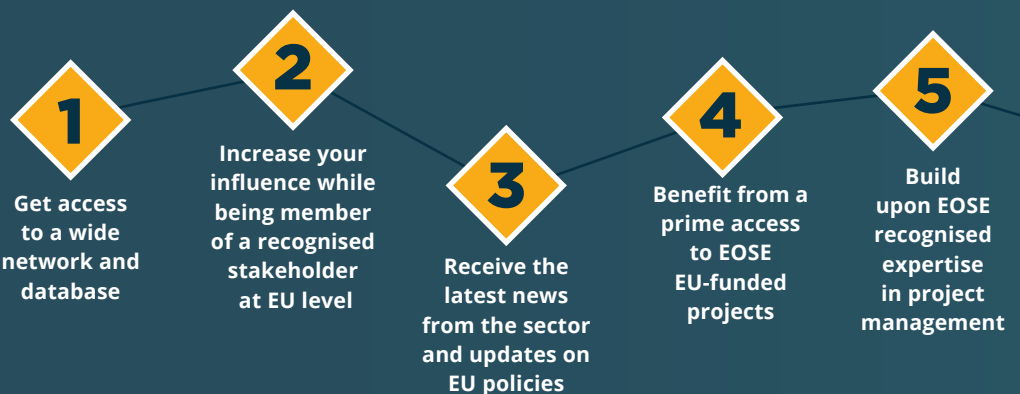
The EOSE membership it now offers the possibility for any interested national and European organisation as well as individual experts from the sport and physical activity sector in Europe to apply and be involved within the association as an official member. The membership structure is now divided into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

- > Full Members
- > Honorary Members

## FULL MEMBERS ARE MADE UP OF:



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



BY POST

EOSE Secretariat, 82A, rue d'Ypres  
- 69004 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 partner organisations.

*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

# BEST TESTIMONIALS





# TESTIMONIALS

## FROM SUPPORTERS, BENEFICIARIES AND MEMBERS

“ We were looking for an experienced partner in the sphere of 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 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 already 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 the work with EOSE in 2023 to conclude the the EDUGOLF project. Through EDUGOLF, we have seen the power of collaboration and innovation in shaping the future of golf education, the valuable outputs produced will not only benefit golf professionals but also contribute to the overall growth and development of the sport. We are proud to have led this project with EOSE and look forward to seeing the positive impact it will have on the golfing community.”

**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

“ A one-year-long experience as an EOSE member has brought several positive moments. First, it was the annual Members’ Seminar and General Assembly full of new contacts, observing and sharing current occupational trends in European sports. We also appreciated an inspirational insight into the topic of micro-credentials at the Capacity Building Workshop. We are looking forward to new topics and cooperation that we could utilise in research and teaching on the potential of sports for tackling social problems, adapting it for people with specific needs and mainstreaming the good practice.”

**Arnošt Svoboda**, Assistant Professor at the Faculty of Physical Culture, Palacký University Olomouc, Czech Republic

“ The FNPSL is very pleased to have joined the EOSE network for the past two years. The various exchanges with European partners and privileged access to the results of the work carried out by EOSE have allowed us to develop a deeper understanding of the European context of employment in sport, its challenges, and its opportunities, and to put it into perspective with the situation in France. FNPSL is also delighted to have been able to participate in its first Erasmus+ project under the great leadership of EOSE and wishes to continue the joint work towards better recognition of the sports sector.”

**Corentin Bonnégent**, Head of international projects,  
Fédération Nationale Profession Sport et Loisirs (FNPSL), France

“ 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

“ 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

“ Being part of the Consejo COLEF, I highly recommend joining forces with EOSE. Their expertise in bridging education and employment in the sports sector is invaluable. Together, we can defend the profession of Physical Education and Sports, ensuring its proper recognition and regulation for a brighter future.”

**Víctor Jiménez Díaz-Benito**, Consejo General de la Educación Física y Deportiva (COLEF), Spain



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