

ANNUAL
**ACTIVITY
REPORT**





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EOSE Mission

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

EOSE Vision

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



» EOSE President's Foreword



Dear Members, Partners and Friends,

As we reflect on the milestones of 2024, it is with immense pride and gratitude that I present this year's EOSE Annual Activity Report. The year 2024 has been a testament to the resilience, innovation and collaboration that define our organisation and our vision of unlocking the potential of the sport and physical activity sector across Europe and beyond.

In a world still navigating unprecedented global challenges, the

importance of sport as a driver for social cohesion, health, and economic growth has never been clearer. EOSE has remained steadfast in its commitment to equipping the sector with a skilled workforce, enhancing employability, and advocating for inclusive, sustainable development.

2024 has marked the first year of our Strategic Development Plan 2024-2026, and I am pleased to report on the operational successes of the year in support of our strategic priorities.

The EOSE mission to ensure people working and volunteering have the appropriate skills and competences to enable the sector to fulfil its potential has never been more important, and we can not lose sight of the fact that a thriving sport sector is crucial for European society as a whole.

We know that for the sector to succeed, we need to rebuild and strengthen the capacity of sport

organisations and the workforce of both paid staff and volunteers.

A highlight for me from 2024 in achieving this objective was the conclusion of two innovative S2ABC sport administration training programmes, delivered through a unique blended learning format in the Western Balkans (page 44). The commitment of the 70 selected participants to learning and collaboration was a joy to see, and we were proud to support their journey to become the sector's leaders of tomorrow through our engaging learning programmes.

2024 has seen the launch of the IN-FORMS EU funded project that explores employment realities and challenges and whether new forms of employment can be part of the solutions (page 42).

It has also seen the continuation of our project in collaboration with WADA to create a Global Learning and Development Framework for the anti-doping workforce



(page 40), as well as our support to other projects where we act as a partner, most notably the STARS project where EOSE has a major role to support delivery of the first EU-funded Centre of Vocational Excellence (CoVE) for the European sport sector (page 52).

In terms of European funded projects, 2025 will see the launch of a new Erasmus+ project coordinated by EOSE to explore and enhance the role of young people as sport officials, continuing our series of projects with partners in the sport officiating arena (page 48). We will also begin work as a partner in several other exciting projects in the fields of sport for all and volleyball gender equality in volleyball leadership.

In 2024, we expanded our work and activities with partners outside the confines of EU funding which we present to you in a new section of the Annual Activity Report (page 20). I hope the ongoing work to support World Rugby with qualification

mapping, and with our partner in the UAE to conduct a survey of fitness professionals, are only the beginning of EOSE's work to support workforce development and education related projects in a flexible and targeted way for those who wish to make use of our expertise and experience in the field. We will continue to design and promote the services of EOSE to maximise our impact on the sector and its workforce.

The achievements of EOSE are not ours alone. They are a collective success shared with our members, partners, and the broader sport and physical activity community, and I thank them for their continued commitment to the organisation and the mission of EOSE. It has been great to see so many colleagues come together at the Annual General Assembly and Members' Seminar in Madrid (page 70) to work collectively to drive forward the development and priority actions of EOSE.

I would also like to thank the EOSE staff for their ongoing hard work delivering our large portfolio of projects and activities.

Looking ahead to 2025, the evolving dynamics of the labour market, technological advancements, and societal expectations demand a proactive approach. EOSE is prepared to lead with adaptability and ambition, ensuring that our sector continues to thrive as a cornerstone of Europe's future.

I invite you to explore this report to understand the full scope of our efforts and consider how we can build on it to achieve the future for the sport sector we would all like to see. Together, we will continue to harness the power of sport to shape a brighter future.

Thank you for your support and partnership.

Kirstie Simpson
EOSE President

» Highlights of the Year

Before you explore the full Activity Report, highlights on this page offer a glimpse of key EOSE accomplishments in 2024. From mapping rugby coaching qualifications globally, through analysing sport employment in Europe, to advancing anti-doping practices, these seven selections showcase the breadth of EOSE activities of the year. Each summary points you to the complete article within this report.



Mapping coaching qualifications for World Rugby

EOSE was commissioned by World Rugby to prepare a Rugby Coaching Qualifications Global Mapping and Equivalency Project, gathering information on rugby coach education around the world to support the mutual recognition of qualifications and staff mobility. The partnership between World Rugby and EOSE is continuing into 2025 with two similar consultancy projects, one comparing match officials' education and development around the world, and one in the field of medical education.

→ [Read more on page 22](#)



Publishing latest EU and national sport employment statistics for 2023

Having collected and analysed data from Eurostat and National Statistics Offices, EOSE published statistics on sport employment in Europe up to the end of the year 2023. The detailed European Research Report, newly designed European Fact Sheet as well as National Fact Sheets for 27 EU countries and the UK are now available to download. The sector grew to an all-time high of 1.96 million paid staff.

→ [Read more on page 26](#)



Resources published in volunteering, female officiating and golf now available (V4V, WINS, EDUGOLF)

With the successful conclusion of three EU-funded projects coordinated by EOSE – V4V, WINS and EDUGOLF – all project outputs are now publicly available. These include: three research reports; toolkits for volunteers (V4V) and organisations (V4V, WINS); a compendium of good practice (WINS); a mentoring and leadership guide (WINS); as well as occupational standards, a training handbook, and e-learning modules for the golf industry (EDUGOLF).

→ [Read more on page 34](#)



Developing the capabilities of anti-doping practitioners (GLDF4CleanSport)

Contributing to WADA's new Global Learning and Development Framework (GLDF), the EU-funded GLDF4CleanSport project is coordinated by EOSE with WADA as the main technical partner and aims to transform and harmonise the training of anti-doping practitioners across the world to ensure that all athletes can compete in a doping-free environment. First deliverables are now available, including a workforce mapping report, as well as professional standards of competence and role descriptors for various anti-doping roles. The project will conclude in September 2025.

→ Read more on page 40



Improving employability in sport (IN-FORMS)

The IN-FORMS transnational initiative is a direct response to the realities and difficulties in recruiting and retaining paid staff which sport employers have expressed over many years. This EU-funded project gathers a consortium of 12 partners to explore and analyse these recruitment and retention problems further and develop practical and innovative solutions, in particular through the use of non-traditional forms of employment such as employee sharing, intermittent permanent employment and platform work which have been emerging in other sectors.

→ Read more on page 42



Delivering European Courses in Sport Administration (S2ABC)

The S2ABC project (Erasmus+) offered 70 selected participants from the European Union and the Western Balkans the opportunity to take part in two innovative, fit-for-purpose transnational training programmes in the field of sport administration. The aim was to build the capacity of sport organisations, enhance the skills of sport administrators, and strengthen their future employability and personal development. Both courses concluded in 2024 with two successful Graduation Events and very high satisfaction ratings.

→ Read more on page 44



Creating a Centre of Vocational Excellence (CoVE) in sport (STARS)

STARS is an ambitious EU-funded project led by 135 BPM with the objective to anticipate skills needs and transform the sport workforce, ensuring it is fit for the future, through the development of the first Centre of Vocational Excellence (CoVE) in the sport sector, creating bridges between training providers and sport employers in France, Germany, Greece and Spain. It is a four-year initiative that will conclude in 2028.

→ Read more on page 52

>> 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.

With over 20 years of active engagement in the sector, EOSE has built a strong reputation as a trusted expert in research, surveys, and sport employment and skills analysis. EOSE is recognised as a facilitator between the worlds of employment and education, and as a key contributor to developing a competent workforce of paid staff and volunteers—equipped with the right skills — through professional standards development and fit-for-purpose education and training.

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 3,800 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)

2024

Launch of the IN-FORMS project to study employment in sport, including a major international survey of sport employers

EOSE POSITIONING AND AMBITION

There is growing recognition of sport's potential as both a social and economic driver. As a result, national governments are placing increasing expectations on the sector to position itself as a powerful tool, closely linked to mainstream policy areas such as education, health, youth, employment, and social cohesion.

The sport sector is recognised as having the potential to:

- ✓ improve health
- ✓ contribute to economic growth and regeneration
- ✓ support community development, social cohesion and the integration of migrants
- ✓ support the education, personal and social development of young people
- ✓ create jobs, careers and improve employability, particularly for unemployed youth.

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

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

TO CONDUCT ITS ACTIVITIES, EOSE ASSETS ARE AS FOLLOWS

4 Permanent staff in 2024
6 Executive Board members
37 Member organisations
30 Countries represented

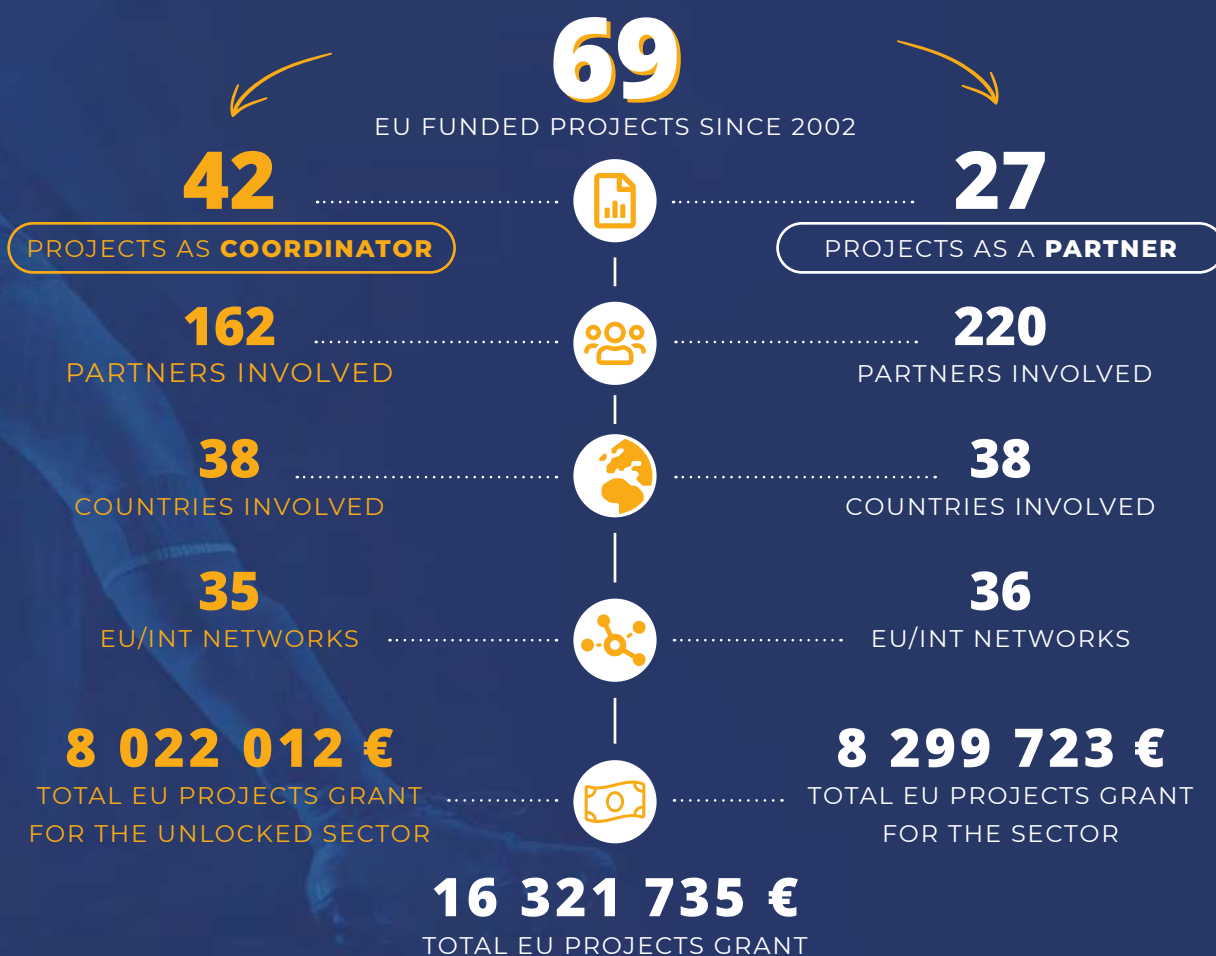


Total income per year

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.

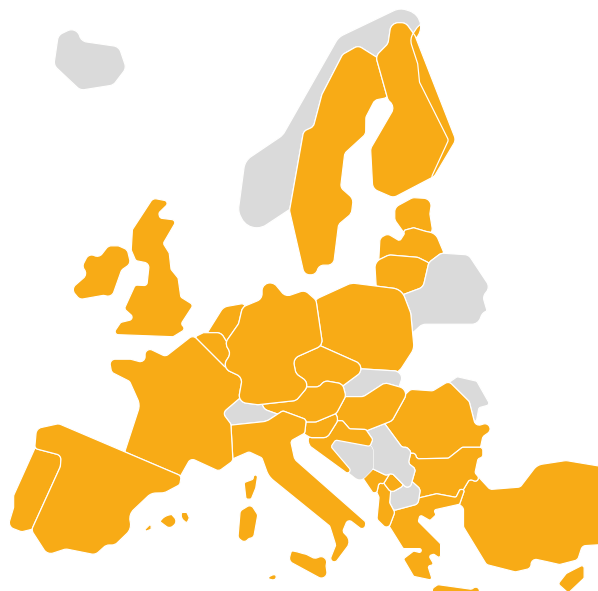
All European initiatives managed or supported by EOSE are always in line with its mission, with the priorities of EU policies in sport, education and employment, and with the identified needs of the sector.



» EOSE Network

EOSE MEMBERSHIP IN 2024

37 ORGANISATIONS | **30** COUNTRIES



ALBANIA



AUSTRIA



BELGIUM



BELGIUM



BULGARIA



CROATIA



CYPRUS



CZECH
REPUBLIC



DENMARK



ESTONIA



FRANCE



FRANCE



GERMANY



GREECE



HUNGARY



IRELAND



ITALY



KOSOVO



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



POLÍTÉCNICA

SPAIN



SWEDEN

BAYBURT
ÜNİVERSİTESİ

TURKEY



UKRAINE

Cardiff
Metropolitan
University

UK



UK

LEEDS
BECKETT
UNIVERSITY

UK



UK

PARTNER ORGANISATIONS



Supported by



EOS EXPERTISE





EOSE Expertise >>

With the support of its network of members and partners, 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 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 and activities.

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

- › **International expert network** - drawing on the expertise of our network of members across 30 countries
- › **Research and surveys** - labour market intelligence, research strategies, questionnaire design and analysis, focus groups and interviews, consultation process, research reports, and external evaluation
- › **Sport employment and skills analysis** - conducting in-depth analysis of employment trends, skills gaps, training needs, and workforce development
- › **Policy recommendations and consultation** - providing evidence-based policy advice and facilitating stakeholder consultations to support decision-making
- › **Professional standards development** - defining the competencies required for specific roles in the sport sector and developing competence frameworks to support workforce development and a relevant training offer
- › **Innovative education and training** - delivering courses that support skills development and capacity building, through both online and in-person formats
- › **Project development and management** - specialising in European funding, transnational and collaborative work within the sport and physical activity sector (project design, development, management and administration).

>> 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 Consultant** – 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

ZOOM⁺
+ ON +

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
2024-2026

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

European Commission Expert Group on "Strengthening the recovery and the crisis resilience of the sport sector during and in the aftermath of the COVID-19 pandemic"
– Final report
2024

5th EU Work Plan for Sport 2024 – 2027
2024

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 AND SKILLS

New Skills for New Jobs: Anticipating and matching labour market and skills needs
2009

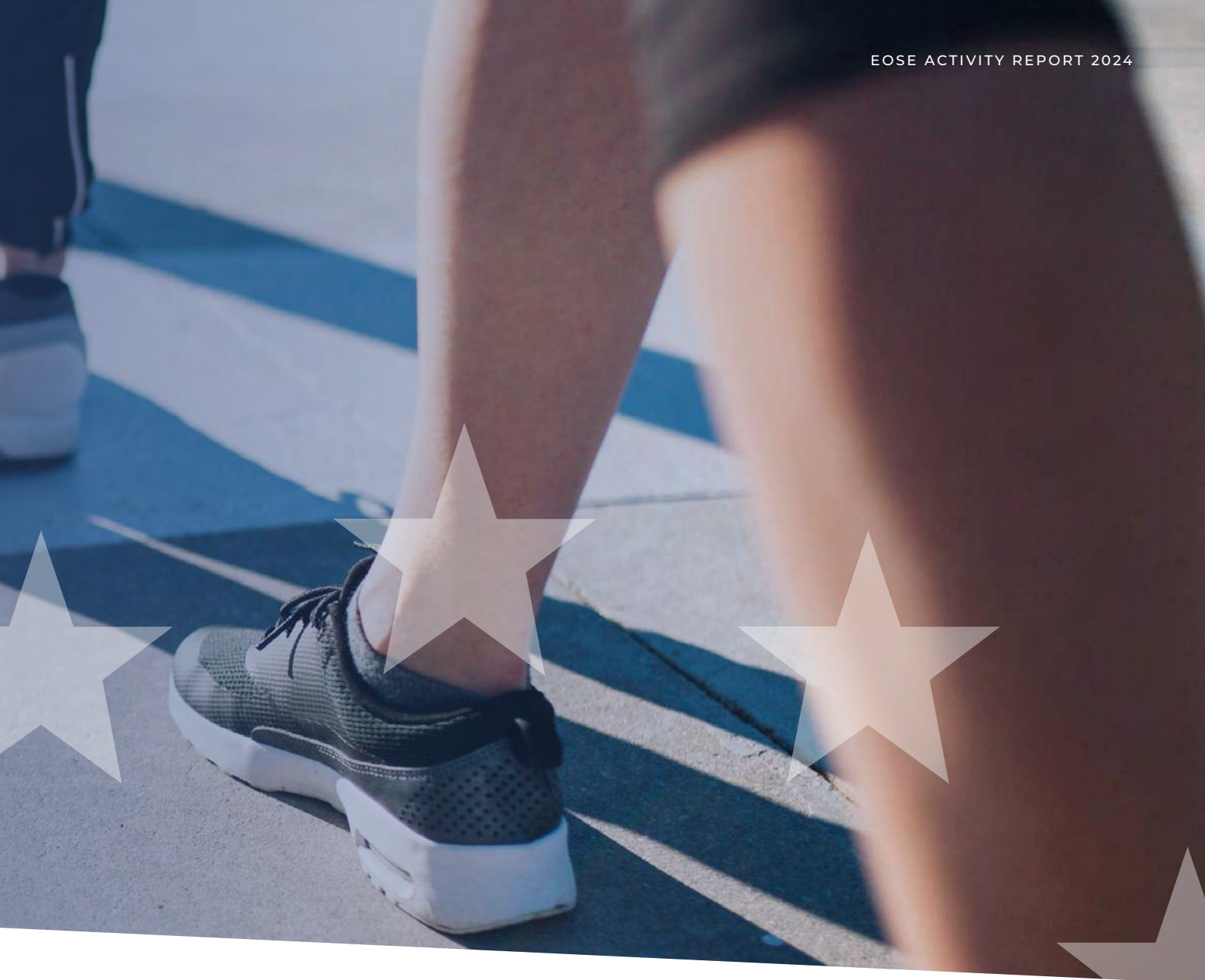
New Skills Agenda for Europe
2016

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
- ✓ Linking the worlds of employment and education
- ✓ Improving quality and efficiency of education and training
- ✓ Equipping citizens with the right skills and competences to perform in their jobs
- ✓ Supporting inclusive education, equality, non-discrimination, civic competences
- ✓ Increasing 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 22 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, youth and sport.

» THE 7 STEP MODEL: A Lifelong Learning Strategy for Sport and Physical Activity

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.

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 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.





RATIONALE

The 7 Step Model has been produced to:

- ✓ Understand and anticipate realities, changes and future skills needs of the labour market
- ✓ Organise the sector in line with 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 employment and education
- ✓ 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
- ✓ Improve the recognition of competences and qualifications
- ✓ Support mobility, transparency and mutual trust of qualifications.



IMPLEMENTATION

The 7 Step Model has 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. 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.

The model has proven to be successful in many ways:

- ✓ Acknowledged as a valuable and transferable method by experts such as CEDEFOP
- ✓ Successful delivery of a strategic programme of EU projects to implement the Model at the national level (LLLSport, VSPORT+)
- ✓ Successful implementation in various fields and sub-sectors by key organisations and international federations (sport for development – CHANGE, sport administration – S2A Sport, sport officiating – ONSIDE, golf education and training – EDUGOLF)
- ✓ Examples of uptake of the 7 Step Model at a national level to implement NQF (e.g. Polish Sectoral Qualifications Framework in Sport) or develop a training programme.



BENEFITS

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

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

EOSE 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.

SERVICES OF EOS





Services of EOSE >>

For the first time, we have included in the EOSE Activity Report a section to showcase some of the work we have undertaken directly for clients in the global sport sector.

The two examples on the following pages demonstrate how EOSE can add value to the work of partner organisations and support them through detailed research and development activities in the sport sector.

The example from World Rugby shows how we supported a global mapping and equivalency project related to coaching qualifications, based on desk research, interviews with national federations and expert analysis.

The example from the Register of Exercise Professionals in the United Arab Emirates (REPs UAE) demonstrates our proven expertise in the design and implementation of skills surveys to uncover key findings and trends related to employment in the sector.

In the coming years, we will continue to offer our services and expertise to organisations across the whole sport sector in line with our mission and vision, providing targeted support to develop the sport sector and the skills and workforce of tomorrow.



» EOSE Supports World Rugby with a Global Study to Map Coaching Qualifications

EOSE has been pleased to work in 2024 with World Rugby to implement a *Rugby Coaching Qualifications Global Mapping and Equivalency Project*.

As a leading international sport federation, World Rugby decided to explore the development of a collaborative system for professional recognition which establishes transparency and trust between member Rugby Unions (federations) and examines the equivalence of the coach education systems which they operate. EOSE was commissioned to support this work as a technical expert partner.

This innovative project resulted in a Report that highlights the equivalence of national rugby coaching certifications which were mapped against the World Rugby coach education awards and levels. The project included

liaison with rugby federations in 23 countries around the world to explore and analyse their coach education system and the certifications they offer. This also involved the drafting of a short summary of coach education in each country under consideration, resulting in 23 Coach Education Summaries.

The Global Mapping Report supports the mobility of coaches and provides a reference point for coaches' continued development, building on collaboration in recognising qualifications from other nations.

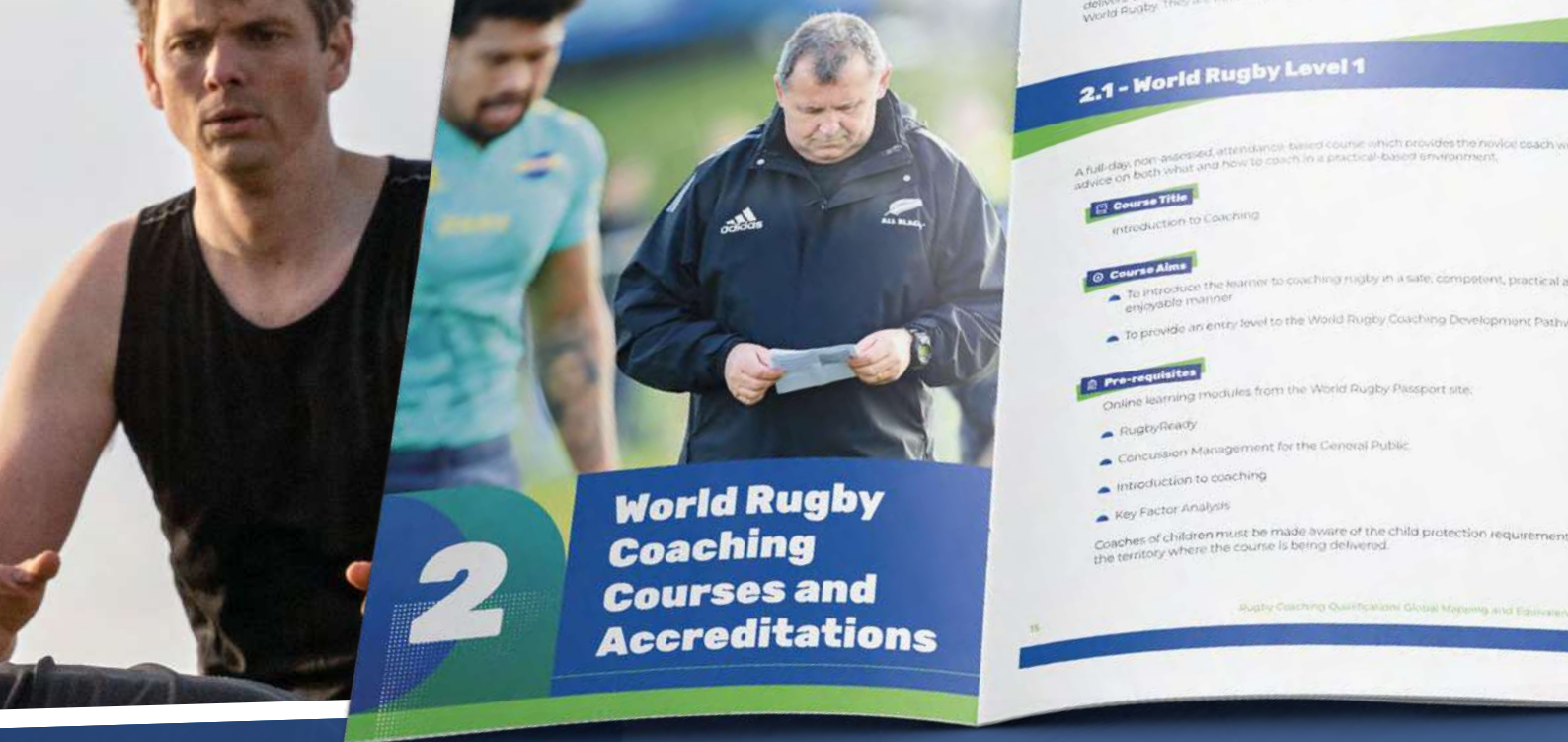
The report will be valuable to anyone with an interest in rugby coaching, coach education, coach mobility, and the mapping of coaching awards to national frameworks.

The role of EOSE was to gather information from the 23 selected

federations through online interviews and gathering of all aspects of coach education for the countries who deliver their own certifications. EOSE then compiled the Global Equivalency Table and Final Report.

The Report prepared by EOSE can be used as the basis for discussion and agreement between nations about the equivalence and acceptance of qualifications gained within other member Unions. One aim of the study was to allow member Unions to know if coaches who arrive in their country have the pre-requisite competence to take courses at a higher level.

The report has supported World Rugby to better understand coach education in rugby around the world, as well as increasing collaboration between nations and facilitating mobility of coaches ●



COUNTRIES INCLUDED IN THE STUDY

Countries where the rugby federation operates their own coaching certifications:

Australia	Italy	Scotland
England	Ireland	Wales
France	New Zealand	

Countries where the rugby federation delivers the World Rugby coaching certifications:

Argentina	Japan	South Africa
Belgium	Luxembourg	Spain
Canada	Netherlands	Sweden
Denmark	Norway	Switzerland
Germany	Portugal	USA



Following the completion of the Rugby Coaching Global Qualifications Mapping and Equivalency Project, the partnership between World Rugby and EOSE is continuing into 2025 with two similar consultancy projects, one comparing match officials' education and development around the world, and one in the field of medical education.

MAIN OUTPUTS DELIVERED:

- ✓ 23 national summaries of rugby coaching education
- ✓ Global Coach Education Equivalency Table
- ✓ Discussion of key themes in rugby coach education

ACCESS
THE FULL
REPORT



www.world.rugby/the-game/training-education/global-qualifications



» REPs UAE Working in Fitness Survey 2024

EOSE can offer its proven research capabilities to support any organisation who wants to understand more about the characteristics, realities and tendencies of the workforce in the specific part of the sport and physical activity sector in which they operate. Online surveys are a core product offered by EOSE in the area of workforce research.

In 2024, EOSE was commissioned by the Register of Exercise Professionals for the United Arab Emirates (REPs UAE) to implement a Working in Fitness Survey, gathering the views of both fitness professionals and managers who work in the fitness industry in the UAE.

The REPs UAE Working in Fitness Survey (2024 edition) provided a unique opportunity to gauge the characteristics and views of the fitness workforce currently working in the UAE. REPs UAE intended for the results of the survey to be interesting and useful to a variety of stakeholders including Government entities, employers, training providers, and fitness professionals themselves.

EOSE supported all aspects of the survey implementation including questionnaire design, coding, upload, promotion, analysis of responses, and preparing the final report.

REPs UAE wanted to know how the fitness industry is adap-

ting to the changing needs and priorities of the people who use fitness services. Results included 86% of respondents believing that maintaining overall wellness (including health, fitness, nutrition, appearance) is a higher priority for consumers since the COVID pandemic. A further 74.3% of respondents believe the habits and demands of clients have changed since the COVID pandemic with a shift towards health consciousness and increased awareness and engagement.

Among the general population, the number one fitness goal of clients reported by respondents to the survey is weight loss, followed by better health, wellbeing and disease prevention.



The survey uncovered some further important results for the fitness sector, such as a large majority of exercise professionals working with older clients and children, with almost half also working with clients with disabilities and pre- and post-natal clients.

One aim of REPs UAE and EOSE was to inform future training provision in UAE. Key findings of interest to education providers included that 82% of respondents had taken part in training and development in the last 12 months, including 57% reporting having done more than three days, and 25% reporting having done more than

10 days. It was less encouraging to note that an overwhelming 86% of respondents reported that they alone pay for their training and development with no support from their employer.

The results of the REPs UAE Working in Fitness Survey 2024 showed a diverse, hard-working and flexible workforce serving the fitness and wellness needs of the UAE.

EOSE hopes it can support more organisations to gain new knowledge in employment and education in the years to come through further implementation of workforce surveys ●

MAIN OUTPUTS DELIVERED:

- ✓ Online questionnaire covering employment and training issues
- ✓ Analysis and report on findings
- ✓ Promotion of survey results including articles and PowerPoint presentation

ACCESS
THE FULL
REPORT



www.repsuae.com/survey



SPORT EMPLOYMENT STATISTICS



Sport Employment Statistics »

Our ambition at EOSE is to collate and publish the latest sport employment statistics every year to underline main characteristics and tendencies, and to help create policy discussions, concrete impact and potential collaborations through the sector.

Sustained dialogue with Eurostat and National Statistics Offices made it possible to collate latest sport employment statistics for the year 2023, covering the EU-27 and the UK. These statistics have been gathered, analysed and we are now pleased to be able to present and share them for consideration to the sport sector.

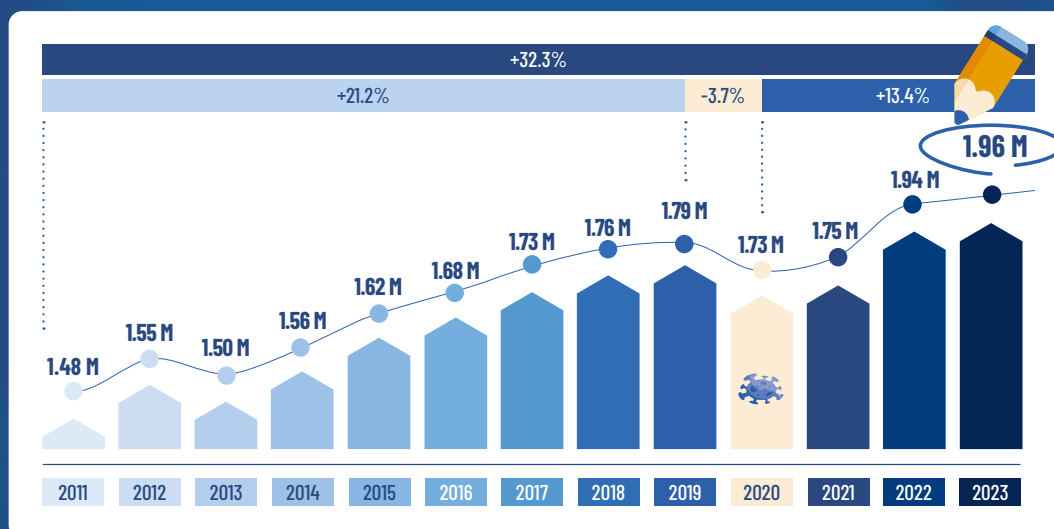
While these statistics represent the best available information from official sources, they should not be interpreted as a definitive picture of sport employment across Europe. By design, they reflect a specific statistical definition: all individuals working in sport and fitness occupations, as well as those employed in non-sport occupations within sport organisations. They do not include related sectors such as retail, agriculture, manufacturing, or construction.

Our overarching aim is to provide consistent, official, and comparable data to support evidence-based discussions at both national and European levels. These figures are a starting point—a tool to spark informed dialogue, identify challenges, and explore strategic responses. We strongly encourage users of the data to complement this quantitative perspective with qualitative insights, recognising that statistics alone cannot capture the full complexity of employment dynamics in the sport sector.

In the section that follows, we summarise the main findings at the European level. More detailed statistics, discussions and background information such as research methodology can be found in the research report *2023 Sport Employment Statistics in Europe* available through EOSE website.

Additionally, a *European Fact Sheet* has been produced, as well as 28 *National Fact Sheets* covering 27 EU Member States and the United Kingdom. The aim of these Fact Sheets is to present key findings and characteristics of sport employment in a short, straightforward, and visual format to enhance accessibility and understanding.

» Total Number of People Working in the Sport Sector

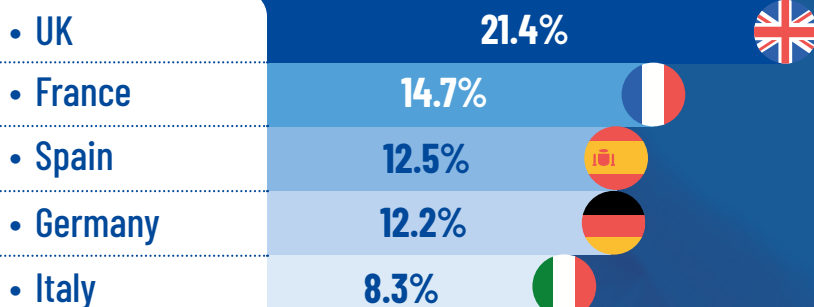


1.96 M
IN 2023

+32.3% SINCE 2011

Sport employment in the EU+UK - the sum of all workers with a sport and fitness occupation, as well as those employed in non-sport occupations within sport organisations, both employed and self-employed - now represents 1 958 467 workers and this grew by +32.3% from 2011 to 2023.

In 2023, the following 5 countries with the largest sport employment represented 69.2% of the total number of workers in the sector:

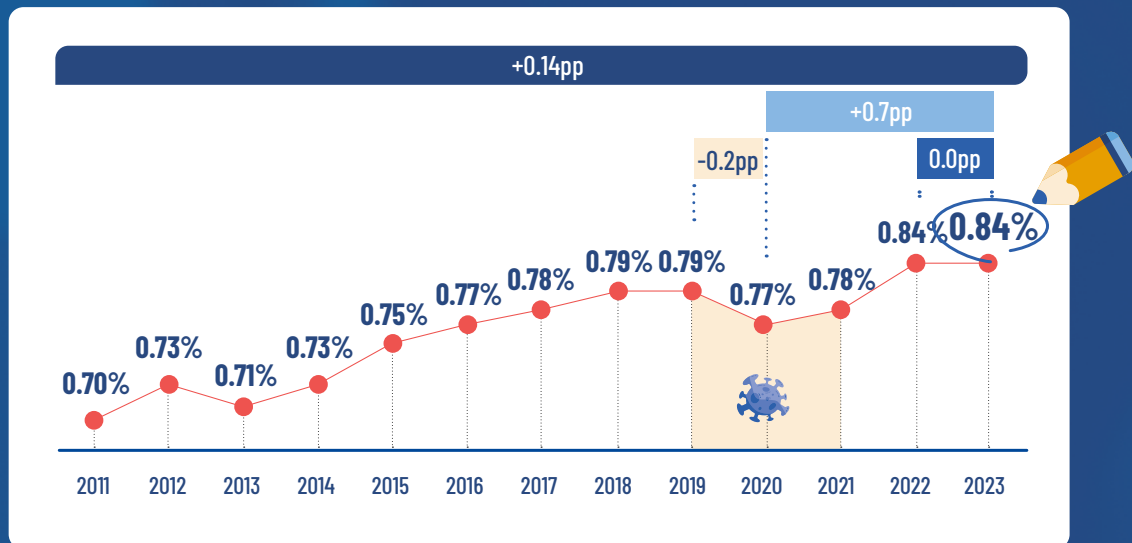


Looking at the effects of the COVID pandemic on total sport employment from 2019 to 2020, the sector recovered by +13.4% by 2023. However, there are disparities between countries. The sector, in terms of total sport employment, seems to have recovered to pre-COVID numbers in 18 countries, but is still below the 2019 levels in 10 others. By 2023, two of the countries with the highest number of people employed in sport had still not returned to 2019 numbers - UK (-2%) and Germany (-8.8%).



Sources: Eurostat and National Statistic Offices

» Share of Sport Employment in Total Employment (All Economic Sectors)



The sport sector is taking up a growing share of total employment in all economic sectors – 0.84%. Since 2011 there was a growth of about +0.14 percentage points over 12 years, suggesting that sport employment had become increasingly significant in overall economy during this period.

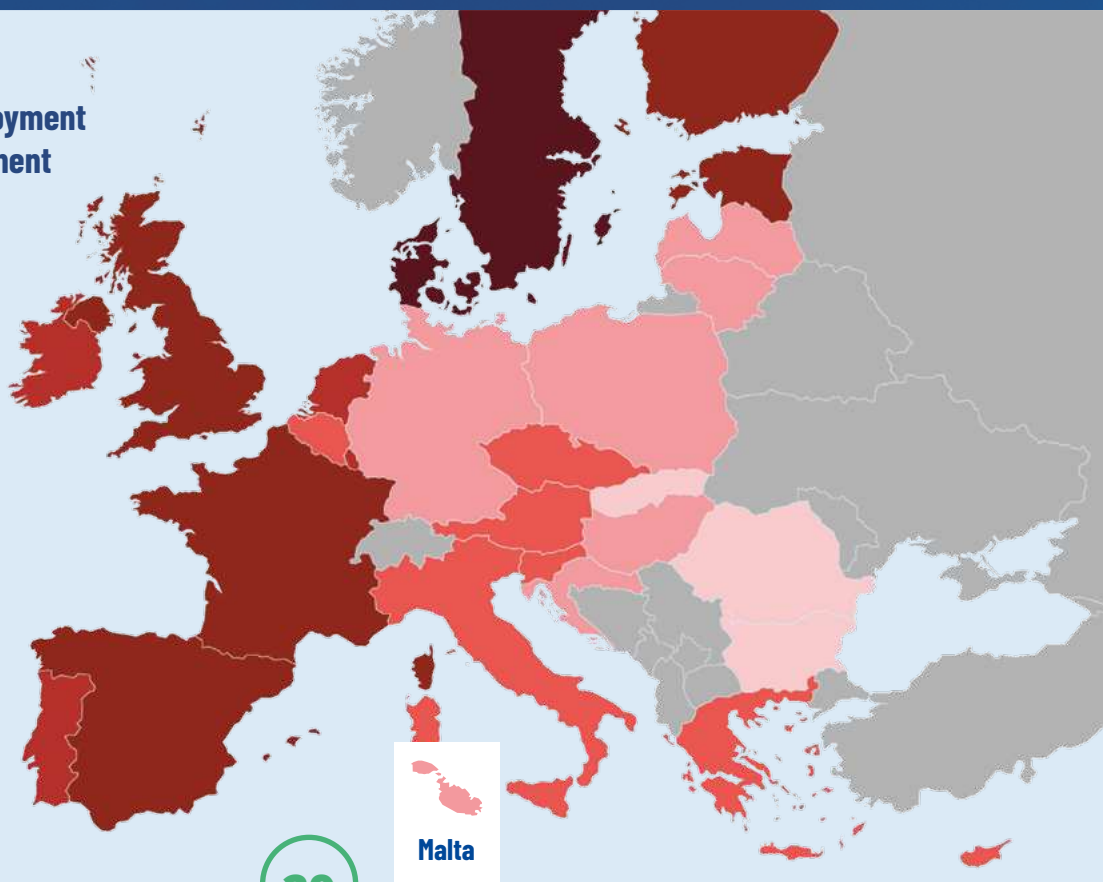
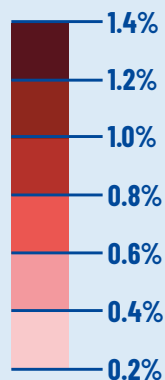
The share of sport employment in total national labour force (all sectors) ranges widely across countries – in 2023, the highest share could be seen in Sweden (1.4%), Denmark (1.31%), UK (1.27%), the lowest in Romania, Bulgaria, Slovakia (between 0.28-0.39%).



0.84% IN 2023

+0.14pp SINCE 2011

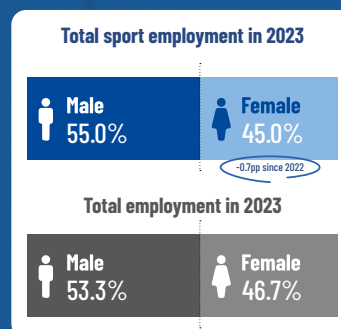
Share of Sport Employment within Total Employment by Country in 2023



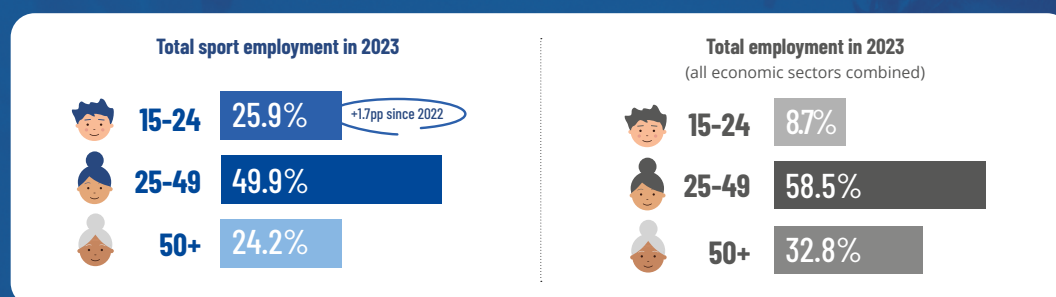
» Characteristics of Sport Employment

Through our analysis, we aim to highlight realities, characteristics and tendencies of sport employment by gender, age, level of education, type of working contract (full-time or part-time) and professional status (employed or self-employed).

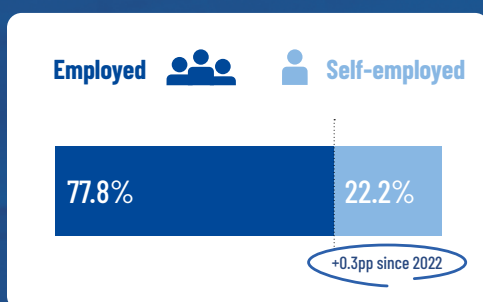
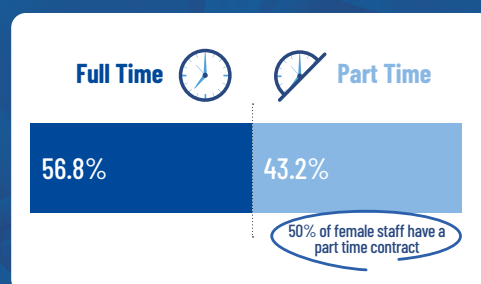
In terms of gender, the workforce in the sport sector remains male-dominated, with 55% of male versus 45% of female workers. The proportion of female workers in 2023 has declined from 45.7% in 2022 and 47.9% in 2011, when data collection began. It also remains below the share of female in total employment across all sectors, which was at 46.7% in 2023.



There has been a significant increase in the proportion of young workers under the age of 25 in the sport sector, reaching 25.9% in 2023 - 3 percentage points higher than in 2011. A recent rise is also observed among workers with low qualification levels, increasing by 0.9 percentage points since 2020. Compared to the overall employment in all sectors, the sport sector employs a lower proportion of workers aged 50 and above (24.2% versus 32.8%). Over the past 12 years, people employed in sport had become better qualified, with the proportion of sport workers with high level qualifications growing from 28% in 2011 to 39% in 2023.



In 2023, the majority of people employed in the sport sector were on full-time contracts (56.8%), while 43.2% worked part-time. This represents a significantly higher proportion of part-time workers compared to the EU average across all economic sectors (18.9%). For female workers in sport, the share of part-time contracts is even higher, with 50% of women being employed on a part-time contract.



Compared to workers in all economic sectors, sport workers are significantly more likely to be self-employed, with 22.2% of sport workers being self-employed, compared to 13.1% across all sectors. The proportion of self-employed workers in sport has increased by 4.3 percentage points since 2011. Additionally, more than half of all self-employed workers in sport were over the age of 40 years (54.9%).

» Find Out More: Access Latest Publications



The recently published research report *"2023 Sport Employment Statistics in Europe"* presents a detailed discussion and analysis of the sport employment data from 2011 to 2023.

It includes specific sections on pandemic recovery, workers with a sport and fitness occupation (athletes, coaches and fitness instructors) and those employed in organisations whose main business is sport.

The EU Fact Sheet *"2023 Sport Employment Statistics in Europe"*, re-designed for 2023, along with the 28 National Fact Sheets (covering 27 EU Member States and the United Kingdom), summarise the key statistics, characteristics and tendencies using graphics and visuals.

These fact sheets highlight trends in sport employment from 2011 to 2023, as well as key comparisons between sport employment, overall employment across all sectors, and two specific groups: workers in sport and fitness occupations and those employed in sport organisations.



Do you want to better understand the latest sport employment statistics in Europe or in your country?
Click here to access latest reports

www.eose.org/labour-market-statistics

EOSE IN EUROPEAN PROJECTS



EOSE in European Projects >>

EOSE and the sport sector as a whole operate in a dynamic environment, marked by evolving needs and opportunities. We remain dedicated to the development of skills and the modernisation of education and training to ensure the sector's workforce—both paid and volunteer—possesses the competences necessary to enable the sector to thrive.

The sector holds significant potential to deliver economic, health, and social benefits across Europe and beyond, but achieving this impact requires a competent and future-ready workforce. This aligns with EOSE's 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."*

Through a network of active members and partners, EOSE coordinates ambitious European projects aimed at analysing labour market realities, addressing sector challenges, and proposing modern education and training solutions. These initiatives aim to contribute to the ongoing development of a competent and inclusive workforce essential for the sector's success.

In 2024, EOSE reached key milestones with the publication of deliverables such as toolkits, reports, and e-learning courses of three EU-funded

projects completed in 2023 on sport volunteering (V4V), women sport officials (WINS), and training and education in golf (EDUGOLF).

Additionally, we led three EU-funded projects as coordinators in the fields of anti-doping (GLDF4CleanSport), new forms of employment in the sport sector (IN-FORMS) and sport administration training delivery (S2ABC).

EOSE was successful in securing a new EU-funded project continuing our work in the field of sport officiating – this time with the focus on development of youth sport officials (REFS), set to begin in 2025.

EOSE is also a contributing partner in a number of different projects.

The following pages of the Activity Report provide an overview of these initiatives, categorised as:

- Completed EOSE-led projects with outputs published in 2024
- Ongoing EOSE-led projects
- New EOSE-led project submitted in 2024, starting in 2025
- Projects where EOSE acts as a partner.

EOSE remains committed to aligning its work, projects and activities with EU policies in sport, education, youth, and employment, while addressing the sector's pressing needs.



Skills acquired through
Volunteering in Sport

» Volunteering Tools for Sport Organisations and Volunteers

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

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

After three years of intensive research and development, the partners in the V4V project launched the final products, aimed at improving the recruitment, management, retention and training of sport volunteers.

V4V produced two innovative online tools to support sport organisations and volunteers.

// FOR SPORT ORGANISATIONS

A Practical Toolkit to Help Grow and Sustain Their Volunteer Workforce

Any sport organisation can log in for free and find out how well they are doing with their volunteers.

They simply have to answer a series of 20 questions for one or more of the following four themes:

1. Planning the volunteer workforce
2. Recruiting and organising volunteers
3. Managing and rewarding volunteers
4. Training and developing volunteers

The interactive toolkit can also point them in the right direction with 20 research-based learning resources covering all the themes listed above with many real-life good practice case studies.



// FOR SPORT VOLUNTEERS

A Self-Reflection Tool to Reveal the Skills Gained through Volunteering

People gain so much from sport volunteering, but volunteers never had an easy way of tracking and recording the competencies and skills they might have learned through their volunteering experience.

When they have finished, the toolkit will give them some clear scores and charts to show what their volunteering strengths and areas of improvement are.



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



Access Innovative Sport Volunteering Tools

www.v4v-sport.eu/tools



www.v4v-sport.eu/#v4v_library

The translation of volunteering experiences into concrete skills and competences is always a challenge for volunteers.

V4V filled this gap with an innovative volunteer self-reflection tool.

The easy-to-use digital tool guides the volunteer by analysing what they have done while volunteers in the sport sector and then provides an individual profile revealing the potential competencies, skills and personal qualities they have developed. It gives them a downloadable report which can be pasted into a CV and help them through their personal development and career progression.

It is user-friendly, interactive

and allows the user to return again and again and build up their profile as their volunteering career progresses.



Both tools have been developed as a response to the needs expressed by the sector and main findings from desk research, interviews and a massive on-line survey with responses from 2,723 sport organisations from

all over Europe and beyond. Key findings have been compiled into a detailed comprehensive report which explores the realities, opportunities and challenges facing European sport volunteering.

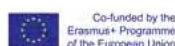
As well as giving valuable insights into this vital topic, the report also provides conclusions and recommendations for sport organisation leaders to consider and put into practice.

Sports organisations from all sports and nations are invited to join in championing sport volunteering and take practical steps to promote positive change in the way sport organisations recruit, manage, develop and retain their volunteers ●

COORDINATOR:



FUNDER:



PARTNERS:





» Women Sport Officials Toolkit and Resources for Sport Organisations

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

The overall aim of the WINS project was 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.

New innovative tools and resources developed through the project were designed to engage, support, and elevate women officials across the world of sport.

// A PRACTICAL TOOLKIT TO EMPOWER SPORT ORGANISATIONS TO RECRUIT, RETAIN AND ENGAGE WOMEN OFFICIALS

The Women Sport Officials Toolkit is a comprehensive resource designed to empower sport organisations in their quest to recruit, retain, and engage women officials. It is structured around four pillars, each crafted to address the core elements in engaging women officials.

1. Women Officials Strategy and Planning
2. Recruitment, Management, and Retention
3. Marketing and Communication
4. Support Mechanisms and Positive Action

organisations in their pursuit of gender inclusion. Sport organisations can conduct a self-assessment of their current processes to identify their strengths and areas of improvement, and then access targeted learning resources. By embracing the principles of inclusivity and diversity, sports organisations cannot only enhance the quality of officiating but also create a more equitable and empowering environment for all.

In addition to the toolkit, the WINS partners launched a comprehensive suite of resources aimed at revolutionising the recruitment and retention of women sport officials. These are designed to empower sport organisations in their pursuit of gender equality in sport officiating.

// WINS RESEARCH REPORT

The Women Sport Officials Toolkit provides practical tools and resources to guide sport

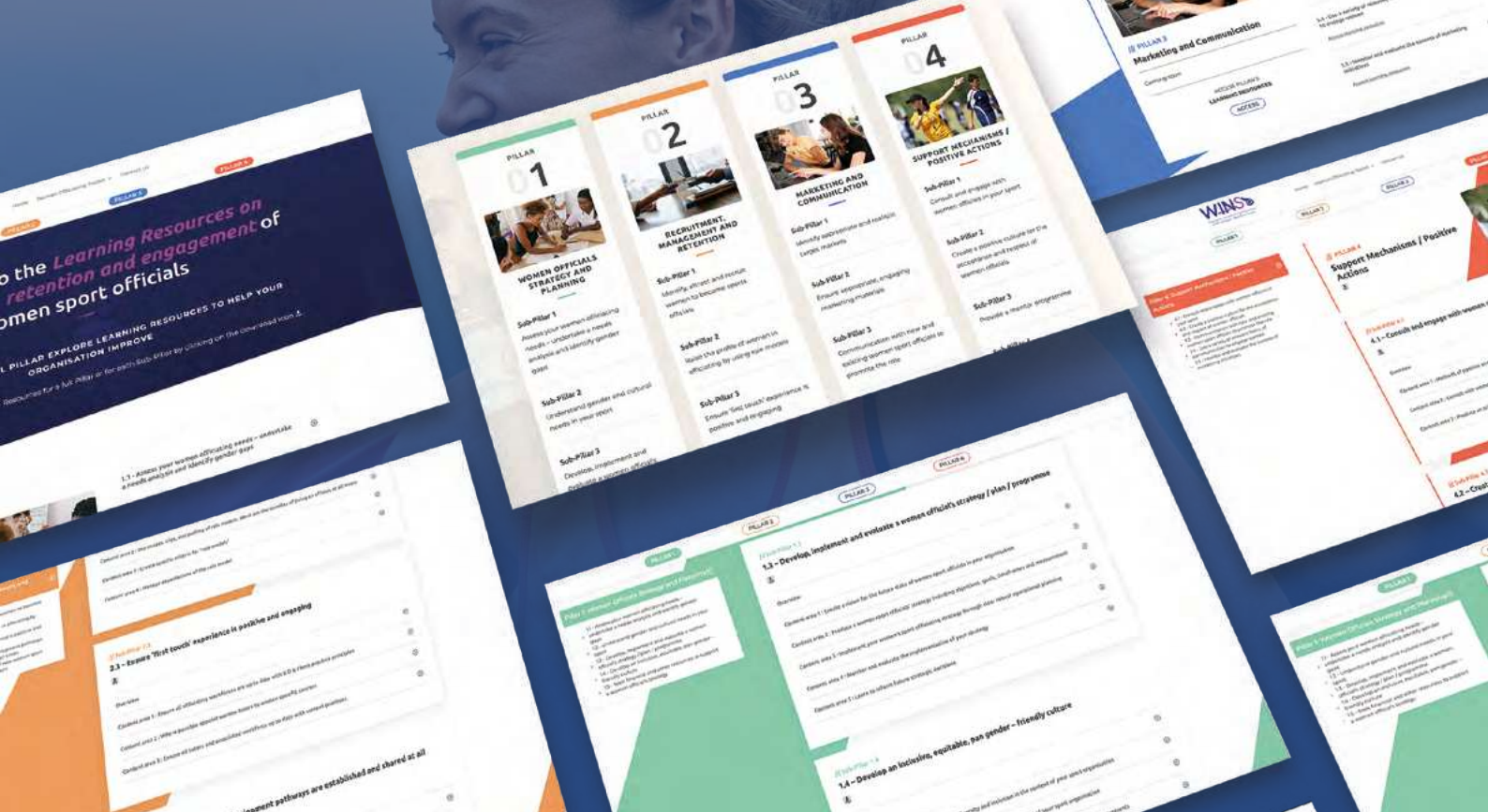
The foundation of the WINS initiative was a research report which sheds light on the

Access
WINS toolkit

www.eose.org/wins-toolkit



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



challenges and opportunities surrounding women's participation in sports officiating. Drawing upon extensive data and insights, this report serves as a foundational cornerstone, providing organisations with invaluable insights to inform their strategies and initiatives.

// WINS COMPENDIUM OF GOOD PRACTICE EXAMPLES

Inspirational stories have the power to ignite change. The WINS Compendium showcases initiatives spotlighting sport organisations that have successfully implemented strategies to recruit, retain, and empower women officials.

The Compendium also includes

case studies of high-achieving women officials and the challenges they overcame on their journey to the top.

// WINS MENTORING AND LEADERSHIP GUIDE

The WINS mentoring and leadership guide provides organisations with a comprehensive framework to establish robust mentorship programmes tailored to the needs of women officials.

From pairing mentees with experienced mentors to fostering a supportive learning environment, this guide equips organisations with the tools and resources needed to nurture talent and foster growth.

Sports organisations from all sports and nations are invited to join in championing the cause of gender equality in sports officiating. All outputs from the WINS Project are open-access and available to anyone who wishes to utilise them within their work and activity ●



www.wins-sport.eu/#library

COORDINATOR:



FUNDER:



PARTNERS:





» Standards and Training Resources for the Golf Industry

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

Golf, as a major participation sport in Europe has unique attributes which can sustain participation in all segments of society and can 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 focus of the EDUGOLF project was on skills development and education reform, it was 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.

After three years of work and collaboration, EDUGOLF published information, documentation and learning content across its five key outputs. These outputs - available to view online at www.edugolf.eu - are openly accessible for all individuals and organisations across the golf community to inform systems and structures for innovation in golf education.

EOSE was the coordinator of the project working alongside the Confederation of Professional Golf (CPG) as Technical Lead, with partners from across the worlds of sport and golf.

// PROJECT OUTPUTS

The outputs generated by the Project are designed to be leveraged by all parts of the golf industry to help inform and

align the development of various occupations.

The EDUGOLF European Occupational Standards for Golf and EDUGOLF Sustainable Strategic Action Plan are largely built on the research and insights generated by the European Research Report which drew data from a comprehensive literature review, partner desk research across Europe, survey of golf organisations, interviews with golf employers, and focus groups with young people about their perceptions of golf.

All outputs from the EDUGOLF Project are open-access and representatives from the project partnership are available to support those who wish to utilise them within their work and activity ●



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



www.edugolf.eu/outputs

COORDINATOR:



TECHNICAL LEAD:



FUNDER:



PARTNERS:





» A Major Project to Develop the Capabilities of Anti-Doping Practitioners and the Effectiveness of Anti-Doping Organisations

Full Title:	GLDF4CLEANSport - "Innovating and harmonising the global approach to learning and development to enhance the skills and competencies of anti-doping practitioners and the effectiveness of anti-doping organisations."
Funded under:	Erasmus+ Sport Programme - Collaborative Partnership - Call 2021
Duration:	36 months (from 1 st October 2022 to 30 th September 2025)
Project Coordinator:	European Observatoire de Sport and Employment (EOSE)
Partnership:	9 organisations from 8 countries

Doping poses a fundamental threat to the integrity and values of sport. At the heart of the efforts to keep sport clean are the anti-doping practitioners working hard behind the scenes across a variety of organisations, sports and competitions. To successfully lead and implement their anti-doping programmes and initiatives, these staff and volunteers need to be equipped with the right competencies, knowledge and skills.

However, anti-doping education and training in Europe and across the world varies enormously from organisation to organisation and region to region. Traditionally, workforce development has not been based on the needs of each professional role or agreed standards of competence.

Indeed, before the start of GLDF4CleanSport, very little was known about the distribution, characteristics and tendencies of the workforce, its training needs and current training provision.

In line with the priority Grow Impact in the WADA's 2020-2024 Strategic Plan¹, GLDF4CleanSport launched in October 2022 with co-funding from the Erasmus+ sport programme. Its overall ambition is to enhance the skills and competencies of antidoping professionals as well as the effectiveness of anti-doping organisations in Europe and globally. Together with EOSE and 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) with the Council of Europe as an associate partner.

This strong partnership has mobilised considerable anti-doping expertise not just through the partners themselves but also through the formation of four Technical Working Groups consisting of subject matter experts from anti-doping organisations of all shapes and sizes in each of WADA's four global regions. The project is ongoing and will finish in September 2025 ●



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

¹WADA's 2020-2024 Strategic Plan: www.wada-am.org/en/who-we-are/strategic-plan





7th project partner meeting hosted by Anti-Doping Denmark (ADD) in Brøndby, Denmark in October 2024



MAIN OUTPUTS DELIVERED SO FAR:

GLDF4CleanSport had produced the following outputs available on the project website:

- ✓ *The Global Anti-Doping Workforce* – Characteristics, Realities, Challenges and Tendencies - workforce mapping report
- ✓ *Functional Map* - graphical outline of key anti-doping functions
- ✓ *Professional Standards of Competence and Role Descriptors* for Testing, Compliance, Government Advisors and Major Event Organisers roles

THE FOLLOWING OUTPUTS WILL ALSO BE DELIVERED:

- ✓ Competency-based Training Programmes for Testing, Compliance, Government Advisors and Major Event Organisers
- ✓ An Online Self-Assessment Tool for Anti-Doping Practitioners to measure their current levels of competence and identify their training needs
- ✓ An Online Training Programme Evaluation Tool to help anti-doping organisations to measure the relevance of their current training provision against the relevant Professional Standards
- ✓ A Sustainability and Quality Assurance Plan

COORDINATOR:



TECHNICAL
LEAD :



FUNDER:



PARTNERS:



FINAL
OUTPUTS



www.gldf4cleansport.eu/#library

» Improving Employability in Sport Through Investigating, Promoting and Supporting Innovative Forms of Employment in Europe

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

The first sport employer skills survey launched by EOSE through ESSA-Sport in 2018 (which attracted nearly 4 000 responses) revealed that only 31% of the sport organisations found it easy to recruit people with the right skills. Nearly one half (46%) gave the main reason as lack of applicants with the required skills and 44% mentioned terms and conditions of employment.

Respondents also highlighted the difficulties they faced in keeping paid staff. 44% indicated that more attractive salaries were offered by other organisations; 30% identified lack of career progression pathways, and nearly 30% felt lack of financial stability in their organisation made it difficult to keep workers on traditional full or part-time employment contracts.

Later research through the two-year FORMS project² and EOSE's ongoing statistical analysis of European sport employment highlighted a number of features which make the sector unique.

These included:

- » The predominance of small sport organisations transitioning from a mainly volunteer workforce to a workforce consisting of more professional paid staff whilst at the same time lacking the required administrative expertise and financial stability
- » The prevalence of small offers of work – sometimes only a few hours per week per employer
- » A high number of temporary seasonal contracts
- » High proportions of part-time contracts and self-employment in the sector
- » A declining percentage of female workers and a rising proportion of young people, many of whom leave sport employment in their late 20s and early 30s
- » The possibility that the sector has significant numbers of undeclared workers (people

who receive payment but do not declare it to the authorities and therefore do not have access to social security, pensions and the other benefits of formal employment).

On the whole, sport employment can be precarious, and this discourages people from making long-term careers in sport. New forms of employment emerging in other sectors may offer some solutions. These could promote employability and social inclusion, create more stable employment, better long-term career prospects and improve the recruitment and retention of skilled workers.

These are the realities and needs that informed the IN-FORMS project's design, which aims to provide concrete solutions to the sport sector on the potential role of the non-traditional forms of employment as a solution to the challenges. ●



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

²FORMS (2022) Towards Innovative Ways of Thinking About Sport Employment in Europe, www.forms-sport.eu



First partner meeting hosted by WOS in Utrecht, Netherlands in April 2024.



IN-FORMS WILL:

- ✓ Analyse in greater detail the recruitment and retention problems through desk research, interviews and a major new European survey
- ✓ Explore the potential of the new forms of employment³ to create more stability in sport employment
- ✓ Stimulate policy debate amongst sport stakeholders and formulate policy recommendations
- ✓ Create practical guidance and support which can help employers and employees implement new and innovative approaches to recruitment and retention

MAIN EXPECTED OUTPUTS:

- ✓ A European research report on sport employment which will analyse the recruitment and retention problems and evaluate the potential of more innovative approaches (July 2025)
- ✓ Policy recommendation papers for decision-makers from series of national and European stakeholder consultation activities (March 2026)
- ✓ The first European Conference on New Forms of Employment in Sport (2026)
- ✓ Digital tools to guide organisations, workers and the self-employed through the implementation of new forms of employment (December 2026)
- ✓ A network of 15 employment innovation experts to support the implementation of new and innovative approaches to sport employment (December 2026)
- ✓ A sustainability action plan to ensure the implementation of the IN-FORMS outputs for the three years following the project's closure (December 2026)

COORDINATOR:



FUNDER:



PARTNERS:



³Eurofound (2020) New forms of employment: 2020 update, Publications Office of the European Union, Luxembourg.

» Enhancing the Skills of Sport Administrators to Build Capacity of Sport Organisations in the Western Balkans

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

Sport administration 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.

The general objective of the S2ABC Project was 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 started in January 2023 and completed successfully at the end of December 2024.

S2ABC provided an 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.

Participants took part in two courses:

- » European Standard Course on Sport Administration
- » European Advanced Course on Sport Administration

The courses were based on professional standards for

sport administration developed through a previous project (S2A), as well as 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.

Each of the courses was 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 gave participants opportunities for cultural exchange, and to develop knowledge of sport systems in different countries, as well as to increase their knowledge of EU institutions, policies and tools.



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



In 2024, 30 participants finished the Advanced Course which began in 2023 with a graduation event held in Pristina (Kosovo), and a new group of 40 participants from 11 countries started and finished the Standard Course with a final visit to Podgorica (Montenegro). Those two events are described in more detail on the following pages.

Both courses achieved high marks through participants' evaluations, including having a clear positive effect on participants' perceived level of knowledge and skills in the areas covered by the modules of both courses (Strategy,

Leadership, Marketing, Project Management, Finance and People Management).

It was also very encouraging to receive positive feedback from participants' employers from the sport sector who confirmed the positive impact of the learning experience.

The project finished with the development of a Sustainability Action Plan that describes how a lasting impact of the project can be achieved, which is now available to download from the project's website ●



COORDINATOR:



FUNDER:



PARTNERS:



UCLouvain



» S2ABC Advanced Course on Sport Administration Graduation Event in Kosovo



Following the Induction Event in Brussels in September 2023 and the delivery of three online modules, 22 course participants from across the Western Balkans and EU gathered in Pristina, Kosovo, from 11th to 13th March 2024 for the final activity of the European Advanced Course on Sport Administration. This training initiative had the aim to develop the successful sport administrators of tomorrow and build the capacity of sport organisations.

Hosted by the University of Pristina, the event provided participants with a challenge to put into action and bring

together the strands of the course in Project Management, finance and Managing People through a group task - the development and a presentation of a potential project for funding. The resulting presentations were exceptional with amazing work from each group.

Apart from the task, participants had a chance to understand the sport system in Kosovo, discover the city of Pristina, learn about the Strategic Plan of the Kosovo Basketball Federation and play some basketball themselves to wind down.

The official Graduation Ceremony and presentation of certificates

to the participants was a highlight of the event and served as a formal recognition of the achievement of the participants. The ceremony was hosted by the National Olympic Committee of Kosovo, with the presence of its President Mr Ismet Krasniqi, who awarded the certificates to the participants of the Course.

The final day of the event saw further inspirational presentations and exchanges including a presentation from Mr Besim Aliti, Secretary General of the NOC of Kosovo, on the sport system in Kosovo, the overall national sport strategy, and the role of the NOC ●

“ I feel really thankful for having the chance to join the S2ABC European Advanced Course on Sport Administration. It was a wonderful learning experience. This course taught me a lot about how to manage a sports team or organization, the kind of work that goes on behind the scenes to make sports events happen, and how to keep everything organized.

One of the best parts was the graduation event. It was a joyful day where we all celebrated finishing the course. I met many new people who also love sports. We shared our experiences and talked about how sports are done in different countries. This was so interesting and fun.

The teachers on the course were very good at explaining things clearly, and I always felt comfortable asking questions. They knew a lot and could answer all sorts of questions about sports and managing them.

I think this course is great for anyone who wants to learn about sports administration without complicated words or ideas. It's a good place to start and it gives you the basics you need to know. If someone asks me, I would definitely suggest they sign up for this course.”

Advanced Course Participant from Kosovo

» S2ABC Standard Course on Sport Administration Graduation Event in Montenegro



Hosted by the National Olympic Committee of Montenegro in Podgorica, from 4th to 6th September 2024, 32 participants from across Europe and the Western Balkans gathered to mark the successful completion of the S2ABC Standard Course on Sport Administration.

The course, which began with an Induction Event in Tirana, Albania in March 2024, continued with three online modules and finished with a face-to-face Graduation Event in Podgorica.

A key feature of the Graduation Event was a group task, challenging participants to work

together to create and develop a new and innovative sport club. Teams were tasked with preparing a 15-minute presentation to convince potential funders from the fictional International Sports Innovation Fund (ISIF) to support their initiative. This exercise required them to apply their learning in areas covered through the Course. The resulting presentations demonstrated participants' commitment, growth and readiness to implement their new skills in real-world scenarios as well as their capacity to work in group.

During the event, opportunities for active breaks and informal exchanges existed as participants could play a variety of sports utilising a Teqball table as well as a Subsoccer table. Another key part of the event was an insightful presentation on the Montenegrin sport system and sport strategy development, providing insight on the host country's approach to strategic planning.

The cultural aspects of the event were equally enriching. Participants had the opportunity to ex-

plore the historic city of Cetinje, Montenegro's old royal capital, to taste Montenegrin cuisine and enjoy a lunch at Lake Skadar.

The official Graduation Ceremony was another highlight, graced by the presence of distinguished guests, including Mr. Dušan Simonović, President of the Montenegrin Olympic Committee, and Mr. Dragoslav Šćekić, Minister of Sports and Youth of Montenegro, who awarded participants the Certificates recognising their achievement in completing the course ●



NEW INITIATIVE FOR 2025 REFS

>> Inspiring the Next Generation of Sport Officials in Europe

Full Title:	REFS – <i>"Inspiring the next generation of sport officials in Europe"</i>
Funded under:	Erasmus+ Sport Programme – Call 2024
Duration:	36 months (from 1 st January 2025 to 31 st December 2027)
Project Coordinator:	European Observatoire of Sport and Employment (EOSE)
Partnership:	8 organisations from 6 countries

The REFS project will continue the series of projects coordinated by EOSE in sport officiating, following the successful completion of ONSIDE⁴ (2018 – 2020) to develop common competencies for officials, and WINS⁵ (2021 – 2023) to support gender equality in officiating. We look forward to working with some of the same partners again on this latest project to develop sport officiating through EU funded projects.

REFS will be about the engagement of young people in sport through officiating.

Sport in Europe – and indeed across the whole world - would grind to a halt without sport officials (referees, umpires, judges, timekeepers, stewards). No sport officials means no sport. Officials, and the roles they fulfil, are an essential part of organised sport and competition at all levels of the sport system.

It is recognised that children and young people can become active citizens and take part in civil society in Europe through participation in sporting activities. Youth and sport are important topics at the European and national levels, and there are many initiatives which aim to increase participation in sport and physical activity among children and young people.

EOSE and the REFS partners believe that young sport officials are vital to the future of the whole sport sector in Europe.

We believe that:

- > Sport officiating should be developed as an attractive choice for young people who want to take part in sporting activities, equivalent to roles of player/athlete or coach.

And:

- > Given the high level of drop-out, there needs to be an ongoing "pipeline" of younger

officials coming through the system to replace those who leave or retire and prepare the next generation.

These are the twin themes which will be addressed through the REFS project.

As the title of the project suggests, the overall aim of REFS will be to inspire the next generation of sport officials in Europe. This will be done through intensive phases of research and consultation, followed by the development of guidelines and recommendations which will be tested in the real world through collaboration with schools, sport clubs and engagement of children and young people.

The project will have three focus areas:

- > Improving the image and perception of officiating among children (Indicative age group 8 – 13)

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

⁴www.onside-sport.eu

⁵www.wins-sport.eu



➤ Attracting/recruiting young people to officiating roles (Indicative age group 14 – 20)

➤ Retaining young officials (Indicative age group 14 – 20)

REFS will respond to the EU's specific priority in the field of sport to promote integrity and values in sport and will particularly focus on promoting positive values of sport to young people through officiating. Indeed, officiating is the ideal vehicle to develop qualities in young people such as integrity, honesty, trustworthiness and respect.

Understanding the experience, barriers and opportunities surrounding children and young people who are sport officials

will form the basis of the REFS project, while case studies and guidelines for engaging young people will inspire and inform practice in the sector.

The project partners are convinced about the need for the project and can't wait to get started. Tom Pedersen-Smith, Head of Strategy and Development, at project partner Euro Hockey has stated *"we will use and sustain the outputs and good practice from the REFS project throughout the whole of the European hockey ecosystem. We firmly believe the project will result in more young people taking up officiating roles in our sport"* ●

MAIN EXPECTED OUTPUTS:

- ✓ European Research Report on Children and Young People in Sport Officiating
- ✓ Compendium of Good Practice Examples in the Perception, Recruitment and Retention of Children and Young People in Sport Officiating
- ✓ Guidelines for the Engagement of Children and Young People in Sport Officiating
- ✓ Series of Video Clips to Inspire the Next Generation of Sport Officials

COORDINATOR:



FUNDER:



PARTNERS



EUROPEAN PROJECTS 2024

EOSE ACTING
AS PARTNER



Part of EOSE's ambition 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.

EOSE actively seeks opportunities to be involved in projects as a partner, but only if they are closely aligned with EOSE vision, mission, and our expertise, as well as the expertise and profile of EOSE network of Members. 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.

By contributing its knowledge and network, EOSE can strengthen projects through:

- **Expertise** by designing and delivering project activities in workforce development and education, through research, development and training delivery.
- **Dissemination** by amplifying project outputs via its extensive network and communication channels.
- **Facilitation** by providing administrative support and coordinating meetings and events at all levels.
- **Evaluation** by assessing project quality, impact, and sustainability to drive improvement.

In every partnership, EOSE aims to contribute meaningfully to sector development, foster collaboration, and identify priority actions for the future.

🔍 In the following section, we highlight key projects where EOSE has been a proud partner in 2024, illustrating our roles and contributions.



» Shaping Talents and Achieving Vocational Excellence in Sports

Full Title:	STARS - "Shaping Talents and Achieving Vocational Excellence in Sports"
Funded under:	Erasmus+ Partnerships for Excellence - Centres of Vocational Excellence programme - Call 2023
Duration:	48 months from 15 th March 2024 to 14 th March 2028
Project Coordinator:	135BPM Le Campus du Sport (France)
Partnership:	17 organisations from 4 countries

STARS is an official Centre of Vocational Excellence (CoVE) project, funded by the EU under the CoVE initiative, a major programme to develop Centres of Vocational Excellence in multiple industrial sectors. This is an innovative transnational project that aims to transform sports education and training.

With the first Centre of Vocational Excellence (CoVE) in sport funded through the Erasmus+ programme, the four-year project aims to anticipate skills needs and transform the sport workforce ensuring it is fit for the future.

Working at the European and national levels, it will create innovative new products across the full range of sectoral activities and it will create bridges between education and training providers and sport employers.

The main objectives of the STARS CoVE are:

- Development, collaboration and innovation at the European and national levels in four countries (France, Germany, Greece, Spain)
- Upskilling and reskilling of the sport workforce of paid employees and volunteers by monitoring and identifying specific skill gaps and providing high-quality training products aligned with the job-related competences
- Innovative and sustainable forms of Skills Partnerships to support an inclusive and sustainable economy for the sport sector at all levels

Coordinated by French organisation 135BPM, the partnership brings together stakeholders and

experts from the sports industry, educational institutions, local governments, and vocational training providers from France, Germany, Greece, and Spain, as well as sport and vocational education associations active at the European level.

The project will implement a Large-Scale Skills Partnership (LSP) for Sport at the European level, and four Regional Skills Partnerships (RSP) in Sport at the national level in the four target countries. These will each drive forward a programme of work to support skills development in sport. Contact EOSE or the coordinator to find out how to get involved.

The other main element of the project will be the development of products related to eight "Building Blocks":



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



Kick-off meeting in Lille and Paris, France, in July 2024

1. Open Sports Schools – Community Engagement
2. Dual Careers for Athletes
3. Anti-Gender Based Violence and Radicalization in Sports
4. Applied Research in Sports
5. Learning Pills for Upskilling of Sports Professionals and Educators
6. Validation of Prior and Informal Learning
7. Financial Models for Sports Education
8. Mega Sports Event Management

In 2024 EOSE attended the kick-off meeting in Lille, France, as well as study visits in France and Spain. EOSE is the leader of the work package related to Skills Partnerships and has created the guidelines for the establishment of the EU-wide Large-Scale and Regional Skills Partnerships in Sport (LSP and RSPs).

Looking ahead to 2025, EOSE will work with partners to set-up the LSP at the European level and will support the implementation of a Training Needs

Assessment (TNA). This new survey will uncover new knowledge on skills gaps and training needs in the sport sector to inform targeted solutions delivered through the STARS project.

Two EOSE members, the Ministry of Education, Religious Affairs and Sports (Greece) and the Technical University of Madrid – UPM (Spain), are involved as active partners in the STARS project ●

**135
BPM**

COORDINATOR



FUNDER

EOSE ROLE AS PARTNER:

- ✓ Lead and support the development a Europe-wide Large-Scale Skills Partnership (LSP) and four Regional Skills Partnerships (RSP) at the national level in four countries
- ✓ Implement a Training Needs Analysis survey
- ✓ Support the project in the delivery of the eight Building Blocks led by other partners
- ✓ Attend all partner meetings
- ✓ Support activities of dissemination and promotion



» Towards an Innovative Approach to Support Teachers and Coaches in Introducing Volleyball

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

The promotion and growth of Volleyball at the grassroots level are 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 Three-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 newcomers
- ✓ 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

Following the development of an innovative methodology, titled *"Learning Volleyball – A New Guide for Teachers and Coaches"*, in 2024 the partnership organised training workshops in each of the four partner countries to introduce the new coaching methodology to volleyball coaches and teachers and then encourage them to test the content to prepare and deliver volleyball sessions to children.

By offering simple adaptations, the initiative seeks to make volleyball more accessible and foster physical activity in a fun, motivating, and dynamic way, aiding both school-teachers and volleyball coaches in clubs when introducing the sport of Volleyball to newcomers.

The partnership, led by 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 and EOSE.

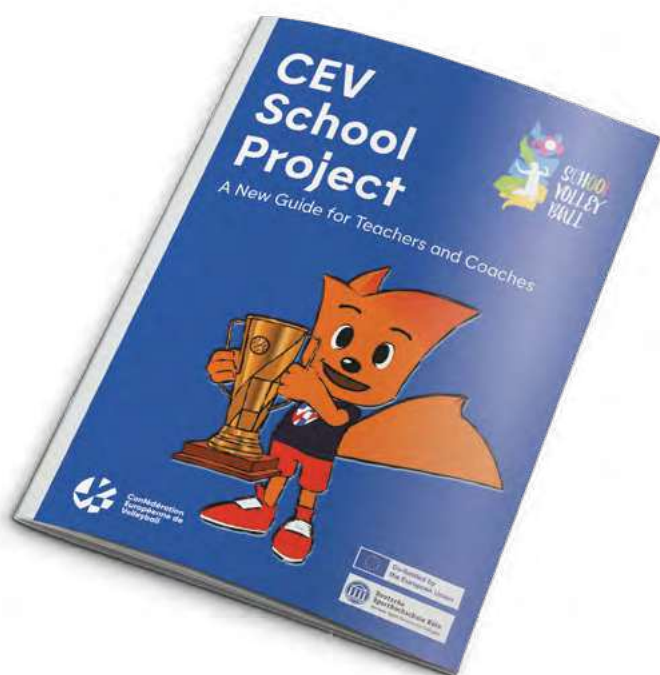
EOSE is delighted to be actively involved in this ambitious transnational project and will conduct an evaluation process for teachers and coaches to provide feedback on the guide ●



Further information about the project at: www.inside.cev.eu/development/projects/cev-school-project/



PVGW2.0 partners met in Vienna, Austria in May 2023



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



COORDINATOR



Co-funded by
the European Union

FUNDER



» Taking Down the Barriers to an Inclusive Sport Workforce

Full Title: BEST - "Better Sport Through Inclusion"
Funded under: Erasmus+ Sport Programme
Duration: 3 years (from 10th June 2022 to 9th June 2025)
Project Coordinator: European Association for Sport Employers (EASE)

The BeST project was been designed in response to EOSE's ESSA-Sport project which highlighted the need for a more inclusive European sport workforce of paid staff and volunteers. The 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 set 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 the project launch, partners have held four in-person meetings in Paris, Murcia, Utrecht and Paris and several online planning meetings.

Achievements to date include:

- ✓ 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
- ✓ Nine national stakeholder 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
- ✓ Developing a Best Practice Guide on Inclusion aimed at employers using the outputs of the desk research and roundtables

In the final year of the project, BeST partners will create policy recommendations for the European Commission and organise a major dissemination conference in Paris in April 2025.



Further information about the project at: www.easesport.eu/best-inclusion/



Partner meeting in Paris, France in December 2024

EASE
European Association of Sport Employers

COORDINATOR



Co-funded by
the European Union

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

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

Towards the Professional Development of Supporter Liaison Officers (TPDS) is a transnational project aimed at improving the training of Supporter Liaison Officers (SLOs) who are a new and vital ingredient in ensuring safety, security and service at football events.

SLOs have a key preventive role in minimising spectator-related disorder in football by facilitating and managing dialogue between clubs, supporters and other stakeholders such as the national associations, leagues and the police, and contributing to effective matchday operations. The SLO role has the full backing of UEFA, but it is a relatively new initiative.

TPDS is led by Football Supporters Europe (FSE) and gathers EOSE, four European universities and the South American Football Confederation (CONMEBOL) as

partners. The engagement of CONMEBOL will test the SLO role and training requirements on a different continent in preparation for roll-out globally.

As the SLO role develops, increasing demands are being placed on practitioners by a host of stakeholders, all with different needs, wants and expectations. Negotiating these different aspirations to the satisfaction of everyone, often at a moment's notice, is an extremely difficult task and one which requires an adequate level of training to do the job competently.

At present, very few national football associations and leagues are offering SLOs advanced training. A large number of SLOs across Europe receive only basic instruction, and many receive none at all. Learning by doing is the name of the game, and this

is not enough. In smaller clubs the situation is made worse because the SLO often does not carry out the function on a full-time basis. Indeed, many are volunteers, and given the lack of support and recognition, the churn rate is high.

Innovative educational pathways for this profession, based on occupational standards and sustainable provision in higher education, will help to make the matchday experience safer, more secure and based on high levels of service.

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 training programmes ●



Further information about the project at: www.fanseurope.org/tpds/



TPDS partners met in Gdańsk, Poland in May 2024

PROGRESS

Since the project launch in June 2023, TPDS partners have met three times in-person in Frankfurt, Gdańsk and Malmö and held several interim online planning meetings.

TPDS achievements so far include:

- ✓ Setting up a Technical Working Group consisting of practising SLOs from professional clubs in seven European leagues
- ✓ Developing a functional map and recommendations for the development of occupational standards
- ✓ Designing draft SLO training modules in Sweden, France and Poland

In 2025, the project will:

- ✓ Produce full occupational standards and a handbook for their use
- ✓ Pilot and finalise the draft training modules
- ✓ Create a toolkit for the professionalisation of SLOs and roadmap for the South American continent

EOSE ROLE AS PARTNER:

- ✓ Research and create occupational standards for the SLO role and a handbook for their use
- ✓ Monitor the development of SLO training modules to ensure they align with the competencies, knowledge and skills detailed in the occupational standards



COORDINATOR



FUNDER

EVENTS





Events »

The year 2024 provided us with many opportunities to meet with EOSE Members and Partners both online and face-to-face, within and outside of our projects. We were also able to participate in various workshops and conferences.

Within the projects, we organised and took part in a number of partner meetings as well as delivered online training modules – see relevant project pages for details.

Through organising and attending events we were able to engage with our network, strengthen relationships and deepen our understanding of the real issues, priorities and expectations of various stakeholders in the sport sector across Europe. We were also able to communicate about latest developments and initiatives in the sector, inform about EU policies and funding opportunities and expand the recognition of EOSE.

The following pages showcase some highlights of the events we organised and took part in during the year.

» Events Attended or Organised by EOSE in 2024

DIVIDED INTO 3 MAIN CATEGORIES

1

Internal
Organisational and
Managerial Meetings

2

Networking and
Awareness Raising
Activities

3

Knowledge and
Expertise Sharing
Activities

2024
AT A GLANCE

38
EVENTS

22
ORGANISED BY EOSE

2024

Events timeline

*In blue: events organised by EOSE

JANUARY

17th
S2ABC Full Partner Meeting
Online

30th
Erasmus+ Sport Info Day
2024
Online

FEBRUARY

MARCH

11th - 13th
S2ABC Advanced Course
on Sport Administration
Graduation Event
Pristina, Kosovo

19th
GLDF4CleanSport Full
Partner Meeting
Online

27th - 29th
S2ABC Standard Course
on Sport Administration
Induction Event
Tirana, Albania

APRIL

4th
EOSE Executive Board
Meeting
Online

11th - 12th
IN-FORMS kick-off meeting
Utrecht, Netherlands

16th - 17th
EU Sport Forum 2024
Liège, Belgium

EU Sport Forum 2024

📍 **Liège, Belgium** - 16th and 17th April 2024

The EU Sport Forum 2024 was organised in Liège (Belgium) on 16-17 of April 2024 by the European Commission (DGEAC), Directorate-General for Education, Youth, Sport and Culture. It gathered over 350 participants from various organisations such as sport federations, sport clubs, National Olympic Committees, sport for all organisations, NGOs, EU Institutions and Member States, as well as some athletes.

The annual Forum always gives the opportunity for sport stakeholders to meet and exchange views on latest developments and future sport policies. This year, through a series of panels, parallel sessions, testimonials and key note speakers, the event looked into the link between two significant sport events (Paris 2024 and UEFA EURO 2024) and EU and Olympic



values, and focused on the topics of integrity, sustainability and gender equality. Moreover, the programme also featured discussions on the new perspectives for European football, athletes' rights, the challenges to sport in the digital age and the promotion of lifelong participation in sport.

EOSE was represented by its Executive Director, Aurélien Favre, and one of its Board Members, Mark Cutajar from Sport Malta. The event provided a unique opportunity for networking, fostering potential collaborations and exchanging on main realities and the future of sport in Europe ●

European Congress of Adapted Physical Activity (EUCAPA 2024)

📍 Seville, Spain - 11th – 14th June 2024



The European Congress of Adapted Physical Activity brought together researchers and practitioners from 19 countries under the theme *"Participation and Inclusion in Sport for Quality of Life: Paris 2024 Horizon"*.

EOSE was proud to have its President, Kirstie Simpson, deliver a keynote titled *"Inclusive Employment and Workforce Development"*. Kirstie outlined the importance of creating inclusive career structures and equipping the sport workforce with the skills necessary to foster diversity and innovation.

She remarked:

"EOSE recognises the necessity for a flexible and inclusive labour market. To meet current

challenges and positively impact broader agendas, it is crucial to establish clear career structures and pathways with concrete job opportunities. Moreover, those working and volunteering in sport must be equipped with the necessary skills and knowledge through appropriate education."

Javier Perez Tejero, EUFAPA President, Director of CEDI at the Technical University of Madrid – EOSE Member - commented on the event:

"We are very satisfied with this edition and by hosting such a world-scale event. Expanding research and cooperation networks, and getting to know the people behind the work, is certainly humbling and valuable."

EUCAPA 2024 demonstrated EOSE's ongoing commitment to inclusion and workforce development in sport, and we thank EUFAPA for the opportunity to keep driving these crucial conversations at an international level ●



3rd Forum on Vocational Excellence at WorldSkills

📍 Lyon, France - 10th, 11th, 12th September 2024



EOSE had the privilege to attend the 3rd Forum on Vocational Excellence in Lyon, France, where Centres of Vocational Excellence (CoVEs) from across Europe and beyond convened to reshape the future of skills.

The event was organised in synergy with the 47th WorldSkills Final Competition, making it an extraordinary platform to enhance vocational training and skills development across Europe and beyond. It also offered participants the chance to engage with WorldSkills experts and competitors.

WorldSkills attracted around 250,000 visitors and among these visitors, 1,500 young individuals under the age of

23 from 65 countries competed in 62 different areas, representing a wide array of skills and professions.

The Forum brought together nearly 700 participants and stakeholders having an interest or expertise in vocational education and training (VET), such as educational providers, sector representatives, policy and decision makers, as well as youth.

The main ambition of the Forum was to present and share case studies and good practice examples, create synergies and exchanges towards innovation in vocational education and training (VET), and to respond to the evolving needs of sectors and the labour market.

The project STARS – Shaping Talents and Achieving Vocational Excellence in Sports was represented by a stand during the Forum to disseminate information about the initiative in sport. EOSE is an active partner of the STARS project and was represented by its Executive Director, Aurélien Favre who stated:

“EOSE fully supports initiatives aimed at building a strong, relevant, and innovative vocational education system in Europe, particularly for the sport sector. We are proud to be part of the STARS project and to participate in events that highlight the vital role vocational training can play in equipping people with the skills needed for the jobs of tomorrow.” ●

MAY

7th - 9th
S2ABC European
Standard Course on Sport
Administration Module
“Successful Strategy”
[Online](#)

13th - 14th
TPDS Full Partner Meeting
Gdańsk, Poland

28th
IN-FORMS Research Meeting
[Online](#)

JUNE

4th
GLDF4CleanSport Full
Partner Meeting
[Online](#)

11th - 13th
S2ABC European
Standard Course on Sport
Administration Module
“Effective Leadership”
[Online](#)

11th - 14th
European Congress of
Adapted Physical Activity
2024
Seville, Spain

17th - 18th
EOSE Executive Board
Meeting
Malta

20th - 21st
BeST Inclusion Full Partner
Meeting
Utrecht, Netherlands

25th
Pact for Skills webinar
“Building synergies
between the Pact for Skills
and the European Alliance
for Apprenticeships”
[Online](#)

Members' Capacity Building Workshop on "New Forms of Employment"

📍 Online - 24th September 2024



EOSE always seeks to add value for our members, and recently, we have added even more through our annual capacity-building workshops which focus on sharing information and insights into emerging issues in sport education and employment and stimulating debate.

On 24th September 2024, we hosted our third annual online Members' Capacity Building Workshop, focusing on the timely topic of "New Forms of Employment" in sport and physical activity. The event gathered colleagues from 16 countries to explore the sector's ongoing challenges in recruiting and retaining skilled staff and the potential of new, emerging employment practices to tackle some of these.

The workshop was led by Geoff Carroll, Director of Skills

Development, and Wojciech Waśniewski, Projects & Research Coordinator. Drawing on EOSE's sport employment statistics and research from our FORMS and IN-FORMS projects, Geoff and Wojciech presented findings on known skills shortages and the unusual and often precarious nature of sport employment. These included high numbers of part-time and temporary contracts, the growth of micro-entrepreneurship, the tendency of young workers to leave the sector before maturity, a declining representation of female staff and the possibility that significant numbers of workers may be employed 'unofficially'.

They also evaluated the potential of innovative employment forms such as employee sharing, interim management, ICT-based mobile work, intermittent permanent employment and platform work to address

some of these issues and foster the growth of a more professional workforce.

Working in breakout groups, participants engaged in lively discussions about: the balance between flexible employment and job security, the impact of employment laws and cultural factors, and the need for greater HR support in the sector. They also highlighted some examples of good employment practices in their countries and emphasised the importance of awareness raising, promoting innovation, and the need to provide balanced guidance to employers, employees and micro-entrepreneurs on the possible advantages and disadvantages.

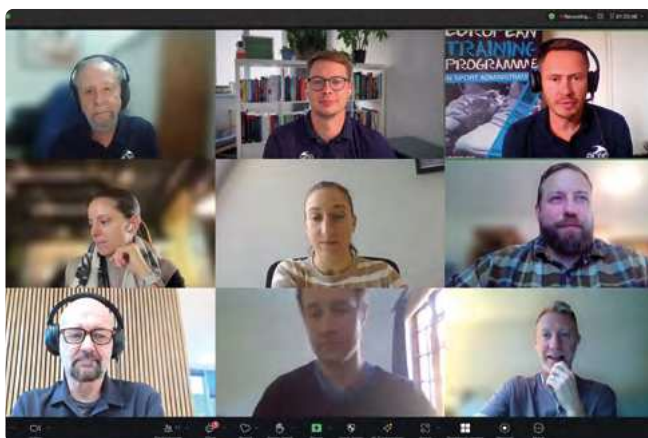
The workshop had the additional benefit of gathering EOSE member support for an upcoming IN-FORMS survey on recruitment, retention and new forms of employment.

Participant evaluation of the capacity building workshop was extremely positive, summed up by one member who said: *"Very interesting topic. Very well prepared and moderated. Break out groups were great too. 10 out of 10!"* ●



European Workshop on “Latest Statistics on Sport Employment” for International Sport Network Organisations

📍 Online - 22nd October 2024



Each year, EOSE gathers and analyses the statistics from Eurostat and the national statistics offices on sport employment in the EU27 countries + the UK, and every year we share and discuss these statistics with international sport network organisations to get their responses and identify likely implications for future priorities.

2024 was no exception. On 22 October we brought together representatives of key network organisations for our seventh online workshop, “*Latest Statistics on Sport Employment: Realities, Challenges and Tendencies*”.

The workshop received presentations from Aurélien Favre (Executive Director), Geoff Carroll (Director of Skills Development), and

Wojciech Waśniewski (Projects and Research Coordinator) covering annual employment, and the development trends from 2011 to 2023.

Some key findings included:

- 32% growth in total sport employment, 2011-2023
- A widening gender gap between male and female employees
- A significant 37% growth of young workers since 2020
- A higher proportion of part-time and self-employed workers and younger employees than the European average for all employment sectors
- Overall positive growth since the end of the Covid lockdowns, but 10 of the 28 nations had still not returned to 2019 levels.

The detailed presentations were enthusiastically welcomed and stimulated rich discussion. Workshop members were concerned in particular to ensure we can include emerging areas such as esports. They were also concerned about the declining representation of female employees and felt there may be important training implications arising from the increased numbers of young workers in the sector.

The network organisations who joined EOSE in the workshop were:

- European Olympic Committees EU Office (EOC EU Office)
- International Sport and Culture Association (ISCA)
- ENGSO Youth
- European Association of Sport Employers (EASE)
- European Association of Sport Management (EASM)
- European Network of Outdoor Sports (ENOS)
- International platform on sport and development (sportanddev.org) ●

JULY

1st - 3rd
STARS kick-off meeting
Lille & Paris, France

9th - 11th
S2ABC European Standard Course on Sport Administration module “Adapted Marketing and Communication”
Online

16th
IN-FORMS Full Partner Meeting
Online

AUGUST

5th
French Anti-Doping Agency (AFLD) Event
Paris, France

SEPTEMBER

4th - 6th
S2ABC Standard Course on Sport Administration Graduation Event
Podgorica, Montenegro

11th - 12th
Forum on Vocational Excellence and WorldSkills 2024
Lyon, France

16th
EASM European Working Group on Employability & Entrepreneurship
Online

24th
EOSE Members' Capacity Building Workshop
Online

26th
EOSE Executive Board Meeting
Online



ASOIF Sport Development & Education Group Workshop

📍 Lausanne, Switzerland - 20th and 21st November 2024



The ASOIF Sport Development and Education Workshop brought together over 60 experts from more than 30 International Federations to exchange knowledge, share best practices, and explore innovations in sport education and development.

EOSE was represented by its Director of Standards, Ben Gittus, who was invited by ASOIF and World Rugby to contribute to a panel on coaching licenses and certification. Ben

presented the Rugby Coaching Qualifications Global Mapping and Equivalency Report, highlighting EOSE's role in supporting coach mobility by demonstrating the equivalence of qualifications across 23 national rugby federations.

The event featured engaging sessions on technology in sport, including artificial intelligence, virtual reality, and wearables, as well as insights into online learning platforms and successful initiatives

like FIBA's 3x3 basketball programme and a women's judging programme in surfing.

On the second day, Ben joined a panel alongside representatives from the International Tennis Federation and the International Biathlon Union, moderated by United World Wrestling's Development Director, Deqa Niamkey. He detailed EOSE's approach to mapping and evaluating coaching systems, underlining the value of collaboration in enhancing global sport education.

EOSE's participation highlighted its dedication to fostering education and workforce development within international sport federations ●

Erasmus+ Sport Info Day 2025

📍 Brussels, Belgium - 16th December 2024



To launch this event the European Commission asked who is interested in the political context of European sport, willing to know more about the Erasmus+ Sport Programme, looking for funding for 2025 or partners for a future application? And EOSE answered, “we are”. Therefore, on the 16th

of December Aurélien and Wojciech from EOSE staff team attended the Erasmus+ Sport Info Day 2025 organised by the European Commission and the European Education and Culture Executive Agency (EACEA). Policy was discussed and advice and tips on how to prepare and submit proposals were given

as well as information on the financial aspects of funding. The event was also a fantastic opportunity to network and meet old and new members, partners and colleagues from across the sector. EOSE Board Member Mark Cutajar (SportMalta) and his colleague Ryan Fenech were also present ●

OCTOBER

10th
Pact for Skills webinar
“Establishing Regional Skills Partnerships: lessons learnt and success stories”
Online

15th - 17th
STARS Study Visit and Partner Meeting
Madrid, Spain

22nd
European Workshop on
“Latest Statistics on Sport Employment: Realities, Challenges and Tendencies”
Online

30th - 31st
GLDF4CleanSport Full Partner Meeting
Brøndby, Denmark

⋮

NOVEMBER

14th - 15th
TPDS Full Partner Meeting
Malmo, Sweden

18th
S2ABC Final Full Partner Meeting
Online

20th - 21st
ASOIF Sport Development and Education Group Workshop
Lausanne, Switzerland

⋮

DECEMBER

2nd - 3rd
Best Inclusion Full Partner Meeting
Paris, France

11th
EOSE General Assembly
Madrid, Spain

12th - 13th
EOSE Members' Seminar
Madrid, Spain

13th
EOSE Executive Board Meeting
Madrid, Spain

10th
Pact for Skills webinar
“The ‘skills first’ approach - opportunities and risks”
Online

16th
Erasmus+ Sport Info Day 2025
Brussels, Belgium



EOSE General Assembly and Members' Seminar 2024

📍 Madrid, Spain - 11th, 12th, 13th December 2024

From the 11th to the 13th of December 2024, EOSE members gathered for the EOSE General Assembly and Annual Members' Seminar in Madrid, Spain.

This annual event, restricted to EOSE members, gathered a total of 44 participants from 24 countries and was hosted by the Technical University of Madrid-CEDI (UPM-CEDI). The attending participants ranged from those having been to over 10 previous meetings as well as newcomers.

EOSE GENERAL ASSEMBLY 2024

» OPENING REMARKS AND PRESENTATIONS

The General Assembly was opened by EOSE President, Kirstie Simpson, who thanked everyone for their attendance

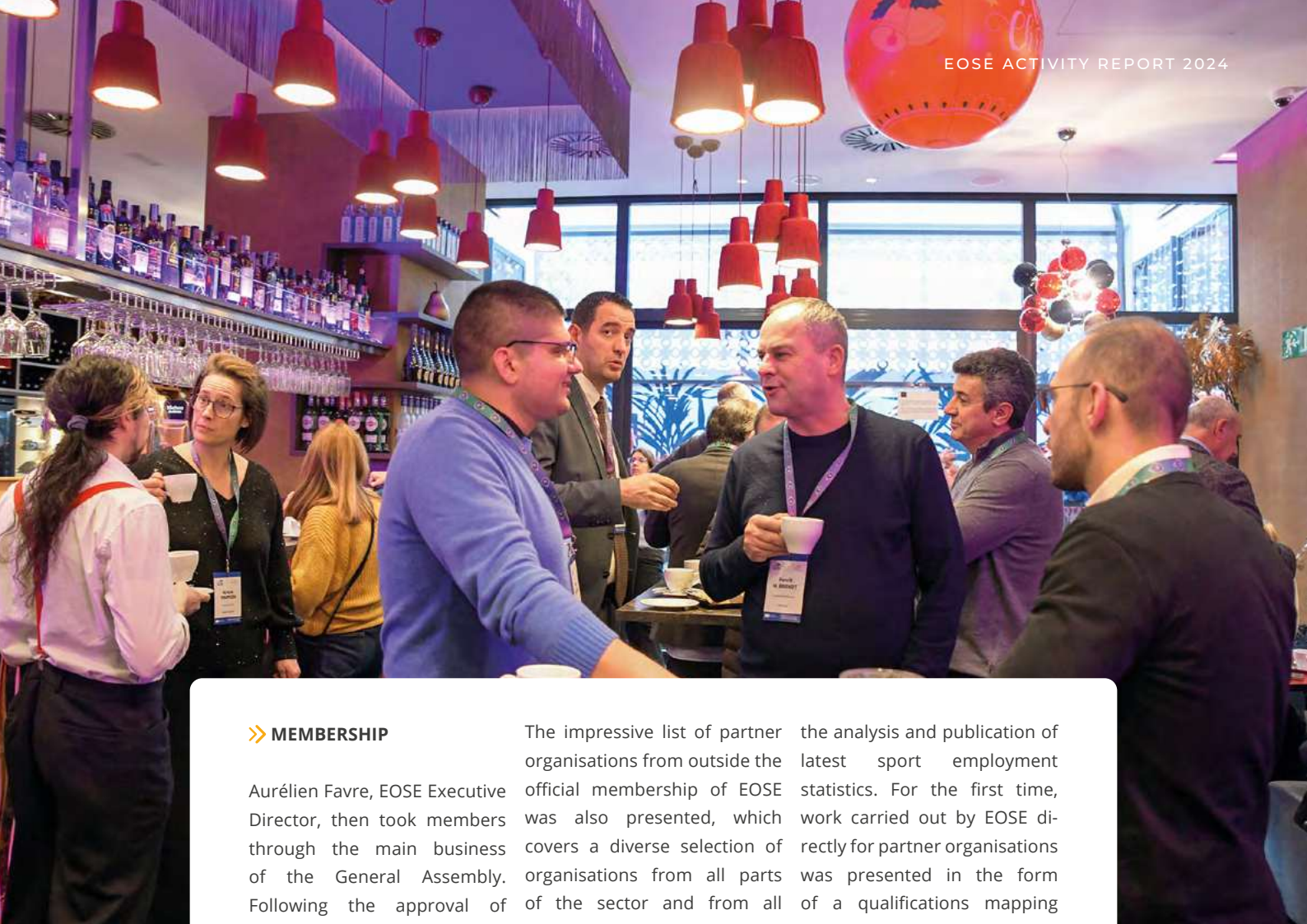
and extended gratitude to colleagues from UPM for their hospitality and agreeing to host this year's event. Kirstie's opening was followed by Javier Pérez Tejero from UPM and Diego Barrio Hernanz from the Higher Sports Council (Spain), who also welcomed participants and set the scene for the overall event.

The objectives for the event were confirmed as being to bring EOSE members together to exchange, consult and interact on latest developments and activities, as well as to strengthen collaboration and agree priority actions.

Kirstie presented the potential of the sport sector and the changing realities and challenges which it must face and overcome. She then introduced EOSE and its ambition to make a difference to sport and

society through its activities and recognised expertise. Kirstie then discussed the make-up of members of EOSE and welcomed the two new members who joined in 2024 to the organisation, Innsbruck University (Austria) and University of Prishtina (Kosovo).

Fábio Jorge da Silva, Senior Policy Officer from the Portuguese Institute of Sport & Youth (IPDJ) then gave an overview of the EU sport policy context. Fábio's presentation included EU institutions and instruments, the EU Sport Ecosystem, role of EU Commissioners, and the EU Work Plan for Sport. This provided an enlightening introduction to the role of the European Union in the field of sport as well as opportunities for organisations to get involved in the work at the European level.



» MEMBERSHIP

Aurélien Favre, EOSE 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. With members from Austria and Kosovo having joined in 2024, the network is now gathering 37 organisations from 30 different countries and the aim is in place to expand further including to all 27 Member States of the EU.

The impressive list of partner organisations from outside the official membership of EOSE was also presented, which covers a diverse selection of organisations from all parts of the sector and from all over Europe.

» ACTIVITY REPORT

EOSE staff members provided members with an overview of EOSE's activities in 2023 and 2024 which highlighted continuing cooperation with the World Anti-Doping Agency (GLDF4CleanSport), the delivery of a European Course on Sport Administration with a special focus on Western Balkans (S2ABC), the launch and research phase of a project to explore new forms of employment (IN-FORMS), the promotion of outputs from completed 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. For the first time, work carried out by EOSE directly for partner organisations was presented in the form of a qualifications mapping project for World Rugby and an employment survey for the Register of Exercise Professionals in the UAE.

The team also underlined the delivery of some capacity building activities for members including the annual capacity building workshop on the topic of forms of employment and the member one-to-one meetings.

» 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 2024/2025.





During this item, Aurélien highlighted some realities including strong dependency on EU funding, increasing competition for EU funding, and limited human resources to implement the large work programme needed to generate the income needed for the organisation to be sustainable.

» EXECUTIVE BOARD ELECTIONS

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

EOSE MEMBERS' SEMINAR 2024

Following the General Assembly, EOSE held its annual Members' Seminar on 12th and 13th December 2024 at the same venue in Madrid, Spain.

» EMPLOYMENT STATISTICS

This event gave an opportunity for members to review EOSE's statistical findings and analysis of sport employment for the period from 2011 to 2023.

Aurélien Favre clarified the research methodology and then alongside Geoff Carroll and Wojciech Waśniewski gave a detailed presentation of the latest sport employment statistics highlighting some of the key findings and trends.

A special focus on data from 2020 to 2023 gave participants the chance to see the impact on sport employment of the Covid pandemic and whether employment had returned to pre-pandemic levels.

Members were then presented with detailed breakdowns of the sport labour force by gender, age, level of qualification, part-time and full-time employment and self-employment, both for the whole of European Union as well as country by country. Through interactive polls and group discussions, there was ample opportunity

for members to debate the presented data and discuss the trends, reasons, and potential actions resulting from the data analysis.

Aurélien concluded the discussion by explaining that the full sport employment statistical report and analysis would be made available in first quarter of 2025, together with a European Factsheet and individual Factsheets for each country.

» SUSTAINABLE DEVELOPMENT OF EOSE

The next session had the objective to consult with members on the sustainable development of EOSE through the exploration of key strengths and expertise as a network organisation through an engaging group task utilising Lego. The need for diversification activities and income to ensure the sustainability of EOSE was discussed and members provided advice and ideas on how EOSE can continue to deliver its expertise in research and education to the sport sector through



flexible funding mechanisms. In the evening, participants had the opportunity to explore Madrid during a Walking Guided Tour.

» PROJECTS AND INITIATIVES

The Members' Seminar closed on the 13th of December through a series of inspiring presentations and discussions on initiatives being delivered by EOSE and several of the members. First, EOSE presented the IN-FORMS project to explore new forms of employment in the sector, and the ongoing major survey of employment which has been launched through that project, including some of the initial findings.

This was followed by a presentation on a sport employability study conducted in Spain, delivered by Víctor Jiménez Díaz-Benito from EOSE member Consejo General de la Educación Física y Deportiva

(COLEF). The study concluded that in Spain there is a mismatch between education and sector demands, challenges in talent retention and loyalty, and a need to adapt training to technological and leadership demands - themes that can relate all across Europe.

Finally, participants had a chance to learn about some further EOSE member initiatives, namely the International Congress of Applied Sciences in Sport by the National Sports Academy (Bulgaria), Sport as a tool for social change by Palacky University Olomouc (Czech Republic), and concrete examples of scientific publications from EOSE surveys by UPM-CEDI (Spain).

This brought to an end a fruitful three days of collaboration, learning and determining priorities and future actions for EOSE and the sport sector as a whole.

“



Aurélien Favre,
EOSE Executive Director, said:

"I am delighted to reflect on the success of our Annual General Assembly and Members' Seminar organised this year in Spain. The event demonstrated the power of collaboration and the shared commitment to driving progress in the sport sector."

Over three inspirational days, we had the opportunity to share and discuss latest insights and achievements, to reaffirm our collective ambition to build a skilled workforce for the sector, and to work together towards the sustainable development of EOSE. The interactive working groups and engaging Lego Serious Play sessions created a space for creativity, collaboration, and forward-thinking ideas. These activities not only deepened our discussions but also reinforced the importance of working together to address the sector's challenges and opportunities at both national and European levels.

I would like to extend my gratitude to all participants for their active contributions, energy, and commitment to EOSE. This year, it was particularly great to see some new faces among the audience alongside our long-term members, bringing fresh perspectives while building on our strong foundation of collaboration and expertise. Together, we are shaping the future of the organisation and the sport sector in Europe, and we look forward to continuing this journey with you all."



EOSE 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

» EOSE Organisational Chart 2024

GENERAL ASSEMBLY = ALL EOSE MEMBERS

ELECT

DEFINING PRIORITIES

REPORT ANNUALLY

EOSE EXECUTIVE BOARD < < <

SET THE SCENE & DEVELOP THE STRATEGY



Kirstie Simpson
President



Simone Digennaro
Secretary General



Abel Santos
Treasurer



Signe Luika
Board Member



Mark Cutajar
Board Member



Thierry Zintz
Past president

**PROVIDE GUIDANCE
& VISION**

> > > **EOSE SECRETARIAT**

**REPORT
QUARTERLY**

TURN STRATEGY INTO ACTION



Aurélien Favre
Executive Director



Ben Gittus
Director of Standards



Geoff Carroll
**Director of Skills
Development**



Wojciech Wasniewski
**Projects and Research
Coordinator**

**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 5 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 relevant

activities and European projects and 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)	Lithuania	Mykolas Romeris University (MRU)
Austria	University of Innsbruck - Department of Sport Science	Luxembourg	LUNEX
Belgium	Sportwerk Vlaanderen	Malta	SportMalta
Belgium	Université Catholique de Louvain (UCLouvain)	Netherlands	Employers' Organisation in Sports (WOS)
Bulgaria	National Sports Academy "Vassil Levski" (NSA)	Poland	Institute of Sport - National Research Institute (INSP)
Croatia	Croatian Association for Sport Management (CASM)	Portugal	Portuguese Institute of Sport and Youth (IPDJ)
Cyprus	University of Nicosia	Portugal	Santarém Polytechnic University - Sport Sciences School of Rio Maior (ESDRM)
Czech Republic	Palacký University Olomouc - Faculty of Physical Culture	Romania	National Institute for Sport Research (NISR)
Denmark	Sports Hub Denmark (IdrætsPlatformen Danmark)	Slovenia	Sports Union of Slovenia (SUS)
Estonia	Estonian Foundation of Sports Education and Information (EFSEI)	Spain	Consejo General de la Educación Física y Deportiva de España (COLEF)
France	Analysis Institute on Education and Employment in Sport (GAREF)	Spain	Technical University of Madrid (UPM)
France	Fédération Nationale Profession Sport et Loisirs (FNPSL)	Sweden	Arbetsgivaralliansen
Germany	University of Applied Sciences for Sport and Management Potsdam (ESAB)	Turkey	Bayburt University
Greece	Ministry of Education, Religious Affairs and Sport - General Secretariat of Sports (GSS)	Ukraine	National University of Ukraine on Physical Education and Sport (NUUPES)
Hungary	Hungarian University of Sports Science (HUSS)	UK	Cardiff Metropolitan University
Ireland	Munster Technological University (MTU)	UK	EOSE Services
Italy	University of Cassino and Southern Lazio (UNICAS)	UK	Leeds Beckett University (LBU)
Kosovo	University of Pristina - Faculty of Sport and Physical Education	UK	University of Chester
Latvia	Rīga Stradiņš University Latvian Academy of Sport Education (RSU-LASE)		

INDIVIDUAL MEMBERS:

Kilian Fisher (Ireland) | Mairit Pellinen (Finland)



» 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 2024 and gathered Board Members, Advisers and the EOSE Executive Director.

📍 **Virtual (Zoom)** - 4th April 2024

📍 **Malta** - 17th and 18th June 2024

📍 **Virtual (Zoom)** - 26th September 2024

📍 **Madrid (Spain)** - 13th December 2024

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

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

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

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

» Becoming a Member OR A WORK PARTNER



EOSE is an international civil society organisation working towards the development of the sport and physical activity sector. Expert in EU policies and tools, in linking 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 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 be involved in the association.



EOSE MEMBERS ARE MADE UP OF:

1

NATIONAL EXPERT ORGANISATIONS

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

2

INTERNATIONAL/EUROPEAN ORGANISATIONS

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

3

INDIVIDUALS

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

WHY BECOME A MEMBER?

1

Get access to a wide network of organisations

2

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

3

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

4

Benefit from a prime access to EOSE EU-funded projects

5

Build upon EOSE recognised expertise in project management

» Contact Us



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



BY EMAIL

eoasec@eose.org

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 providing services, 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.

**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 to the sector's needs

8

Be involved in data collection, consultation 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



>> EOSE's Communication Channels and Its Various Communication Tools

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

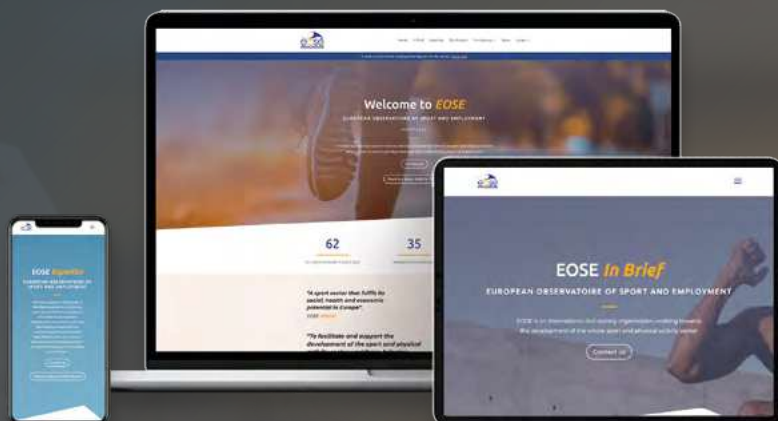


WEBSITE

www.eose.org

Updated EOSE website is our key communication tool. Explore the fresh design and up-to-date content that reflect our mission and vision in the sport sector.

KEY FIGURES: In 2024, **31,000 pages** have been viewed by over **18,000 unique visitors** (+21%).



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: 993 followers (+26%) on LinkedIn and 1,328 followers (+1.6%) on X (Twitter) in 2024.



X :

@EOSE_skills



LINKEDIN :

EOSE

FOLLOW US ON LINKEDIN

www.linkedin.com/company/european-observatoire-of-sport-and-employment





NEWSLETTER

EOSE bi-monthly e-mails keep subscribers informed on the latest news, activities, developments, projects, good practice, European sport policies and upcoming events from EOSE and our network.

KEY FIGURES:

6 EDITIONS of the newsletter sent in 2024 to an audience of over 1,280 subscribers (average open rate of 34%).



SIGN-UP




PROJECT WEBSITES

A dedicated website is created for each project led by EOSE that includes essential project information such as the rationale, the partnership, the working methodology, latest news, as well as download links for all project deliverables.



EOSE PROJECTS

www.eose.org/projects

TESTIMONIALS





» Testimonials

FROM PARTNERS



“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)



“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



“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, Managing Director, European Volleyball Confederation (CEV)



“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)



“Our cooperation with EOSE as part of an Erasmus+ project we are running has been nothing short of exemplary. The work delivered so far has been to a very high standard, and EOSE are clearly unrivalled experts in the field of occupational standard development in sport. EOSE's contribution to our project is informing the development of academic courses aimed at football club supporter liaison officers, thus helping to professionalise this crucial role in the interaction between the different stakeholders, and will significantly raise standards across Europe and even into South America. We can highly recommend EOSE as a project partner.”

Stuart Dykes, Director of European and Institutional Relations
at Football Supporters Europe, Germany

FROM MEMBERS



“The FNPSL is very pleased to have joined the EOSE network. 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



“Our 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



“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, Rīga Stradiņš University Latvian Academy of Sport Education (RSU-LASE), 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



EOSE Secretariat

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