



2025 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,

2025 marked another important year for EOSE as we continued to advance our vision of unlocking the full potential of the sport and physical activity sector across Europe and beyond. It is with great pride and appreciation that I present this Annual Activity Report.

As President, I am committed to ensuring that the work of EOSE delivers meaningful and lasting impact. We have the ambition to strengthen the sport and

physical activity sector by making a difference to its people, organisations and systems. Our impact is therefore felt across three levels – individual, institutional and systemic:

- At the individual level, EOSE aims to attract more people to work or volunteer in sport, progress in their career, and participate in high-quality education and training to gain the skills needed to succeed and to adapt to a changing labour market.
- At the institutional level, EOSE aims to increase awareness of EU policies and the importance of skills development, increase understanding of the changing dynamics of the sport sector jobs and skills needs, and facilitate and encourage new education and training solutions to upskill the workforce.
- At the systemic level, EOSE aims to create a new learning culture in the sport sector, with evidence-based skills solutions and participation in new training courses matched to the sector's needs becoming the norm.

Together with our members, partners and wider networks, we

keep these intended impacts in mind as we continue to act as a provider of specialised expertise in skills and workforce development in the sport sector.

I am very proud of the role of EOSE as a trusted international partner, and three initiatives with global impact are presented in detail in this Report. Our collaboration with the World Anti-Doping Agency (WADA) to create a Global Learning and Development Framework (GLDF) for the anti-doping workforce achieved an important milestone with the successful conclusion of the EU-funded GLDF4CleanSport project (page 34). Two years of working in a consultancy role for World Rugby concluded in 2025 with the publication of a series of worldwide qualification mapping reports (page 22). Finally, a key initiative for 2025 has been a new partnership with World Aquatics to reform education for international-level technical officials across all aquatic sports (page 24).

In 2026, we will continue to design and promote the activities and services of EOSE to maximise our impact on the sector and its workforce at the international level.



Participation in EU funding programmes remains central to EOSE. In 2025, we acted as coordinator for the IN-FORMS project exploring employment realities and challenges, and whether new forms of employment can be part of the solutions (page 36), as well as the REFS project to enhance the recruitment and retention of young people as sport officials (page 40), both funded through Erasmus+ Sport.

We have also been a partner in several EU-funded projects, 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 46). Other projects where EOSE is a partner cover the fields of gender equality in volleyball, leadership in volleyball, and youth leadership in sport for all.

In 2026, we will begin new projects as a partner in the fields of sport for development (led by our member SportMalta where we will support the coordination and lead the technical delivery - page 42), and one on digital transformation in sport (led by EASE).

With the European Union's new Multiannual Financial Framework (MFF 2028-2034) being discussed in 2025, we are proud to have worked alongside several leading European sport organisations and networks in developing two joint statements to promote the essential value of sport and physical activity, ensuring that continuous funding of sport is included in the budget and the framework and future governance of the funds answers to the needs of our sector.

The achievements of EOSE are a collective success. They are shared with our members, partners and the wider sport and physical activity community, and I extend my sincere thanks for their continued commitment to the organisation and to the mission of EOSE. It was particularly encouraging to see so many colleagues come together at the Annual General Assembly and Members' Seminar in Malta (page 68), working collaboratively to shape the future direction 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.

In 2026, we will continue our activities related to European projects and international consultancy. At the same time, the EOSE Executive Board will set the strategic direction for the future of the organisation as we develop a new Strategic Plan for 2027-2029. I am very positive for the future of EOSE, the difference we can make, and the impact we can have across the sport sector.

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. If you or one of your partners have an organisational problem, and you think EOSE could help you with a solution, please get in touch with our team. 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 2025 – including two major surveys of the sector, publication of multiple reports on employment, and launching a new project in officiating – showcasing the range of EOSE activities over the course of the year. Each summary points you to the complete article within this report.



Researching solutions to sport employment challenges (IN-FORMS)

Through the EU-funded IN-FORMS project, coordinated by EOSE and involving 12 partners, we explored key challenges and potential solutions to recruitment and retention of paid staff in sport through a major European research initiative, including a survey which gathered over 2,250 responses. The findings are now available in a research report, and key recommendations are published as policy recommendation papers. 2026 will see the development of practical tools and training for employers and employees to help them utilise non-standard forms of employment which are emerging as potential solutions to some of the sector's problems.

→ [Read more on page 36](#)



Training needs analysis in the sport sector in selected countries (STARS)

STARS is an ambitious EU-funded project led by 135 BPM with the objective to anticipate skills needs and ensuring the sport workforce is fit for the future through the development of the first Centre of Vocational Excellence (CoVE) in the sport sector. In 2025, EOSE led on the delivery of a Training Needs Analysis survey, which gathered over 1,350 responses predominantly from the project target countries of France, Germany, Greece and Spain. The findings will inform the development of "learning pills" for sport staff internationally, based on sport employers' views on which skills of staff are most in need of improvement.

→ [Read more on page 46](#)



Publishing latest EU and national sport employment statistics for 2024

New edition of EOSE's yearly publication on statistics on sport employment in Europe, including data up to the end of the year 2024. Having collected and analysed data from Eurostat and National Statistics Offices, EOSE published the detailed European Research Report, European Fact Sheet as well as National Fact Sheets. New datapoints, dimensions and countries (Iceland, Norway, Switzerland, Türkiye) are included in this year's publications. The sector in the EU is at all-time high of 1.64m paid staff whose main job is in sport, but continues to have unique characteristics.

→ [Read more on page 26](#)



Resources for anti-doping practitioners now available (GLDF4CleanSport)

September 2025 saw the conclusion of the EU-funded GLDF4CleanSport project, contributing to WADA's Global Learning and Development Framework (GLDF). The project was coordinated by EOSE with WADA as the main technical partner. All project outputs, developed with the aim to transform and harmonise anti-doping practitioners world-wide, are now available, helping to ensure that all athletes can compete in a doping-free environment. Those include a workforce mapping report, professional standards and role descriptors for various anti-doping roles, self-assessment tools and a sustainability plan.

→ [Read more on page 34](#)



Mapping qualifications of match officials, medical staff and coaches for World Rugby

EOSE continued the partnership with World Rugby and delivered two more qualifications mapping and equivalency projects. Analysing and comparing education programmes of rugby match officials and medical staff to support mutual recognition and staff mobility. The reports join EOSE's previous work on coaching qualifications mapping delivered in 2024.

→ [Read more on page 22](#)



Inspiring the next generation of sport officials in Europe (REFS)

The REFS project is a three-year Erasmus+ Sport initiative, coordinated by EOSE, designed to transform the engagement of young people in sport officiating across Europe. Bringing together experts from eight partner organisations, the project launched in 2025 with the aim to develop youth officiating as an attractive, rewarding, and supported role. The REFS project builds on the legacy of previous European initiatives in officiating - ONSIDE and WINS. REFS aims to fill a gap in literature specifically dedicated to youth officiating, create comprehensive guidelines for the engagement of young officials as well as launch a video campaign.

→ [Read more on page 40](#)

» 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)

2025

Two international surveys conducted: survey on forms of employment in sport (over 2,200 responses) and a training needs analysis in selected countries (over 1,300 responses)

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.

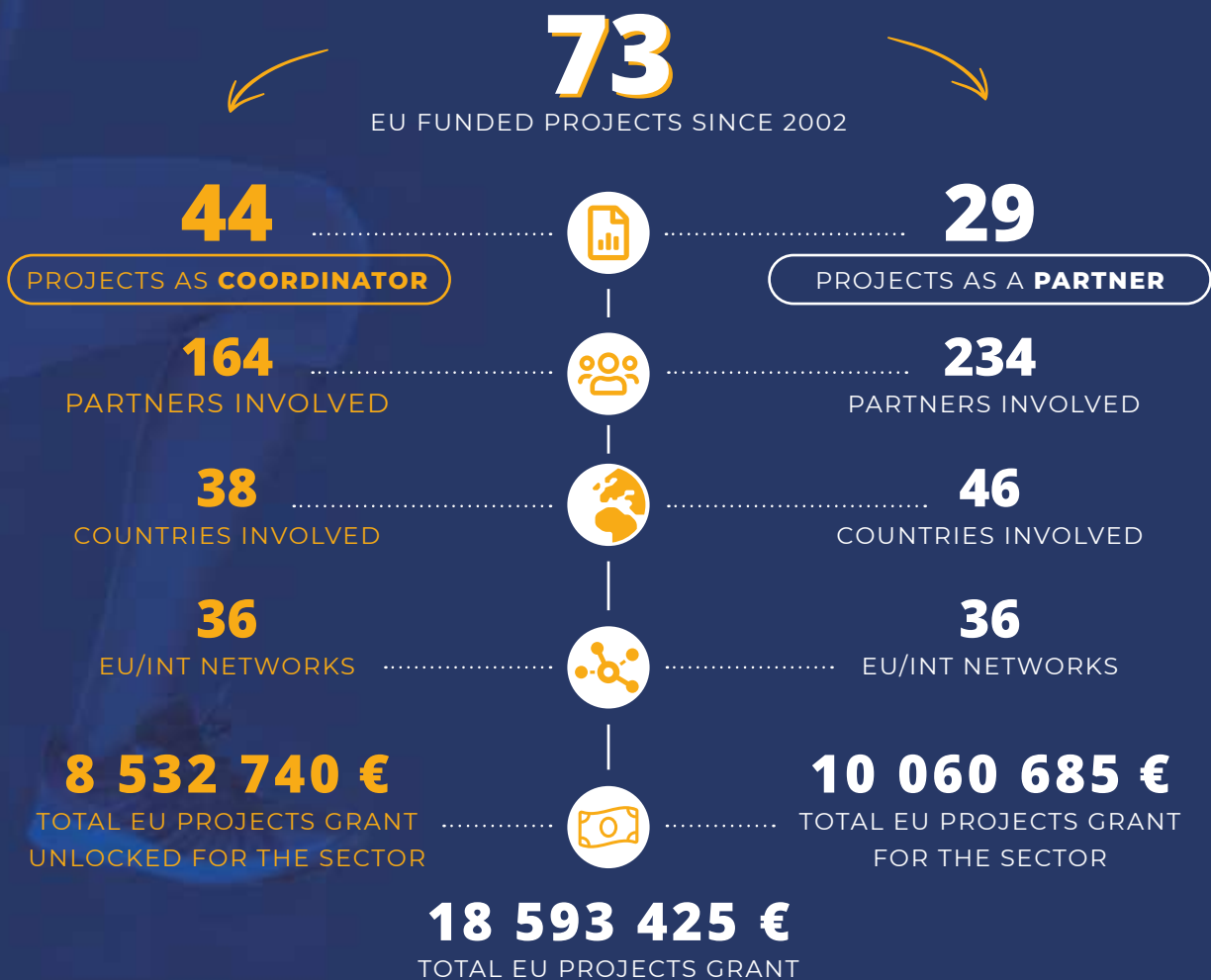
TO CONDUCT ITS ACTIVITIES, EOSE ASSETS ARE AS FOLLOWS



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 to and supporting a wide range of transnational and ambitious European projects and studies since its creation in 2002 as coordinator or active partner.

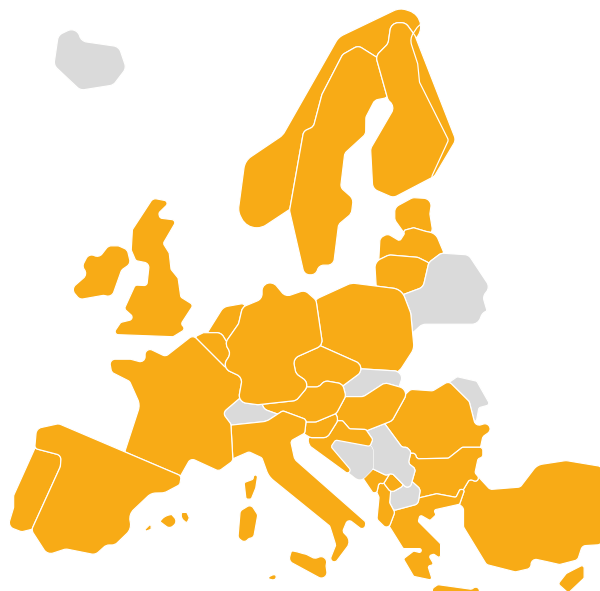
All European initiatives managed or supported by EOSE are always in line with its mission, with the priorities of EU policies in sport, education and employment, and with the identified needs of the sector.



» EOSE Network

EOSE MEMBERSHIP IN 2025

38 ORGANISATIONS | **31** COUNTRIES



ALBANIA



AUSTRIA



BELGIUM



BELGIUM



BULGARIA



CYPRUS



CZECH REPUBLIC



DENMARK



ESTONIA



FRANCE



FRANCE



GERMANY



GREECE



HUNGARY



IRELAND



ITALY



KOSOVO



LATVIA



LITHUANIA



LUXEMBOURG



MALTA



NETHERLANDS



NORWAY



POLAND



PORTUGAL



PORTUGAL



ROMANIA



ŠPORTNA UNIJA SLOVENIJE
povezani v gibanju

SLOVENIA



CONSEJO COLEF
Consejo General de la Educación Física y Deportiva

SPAIN



POLITÉCNICA

SPAIN



SWEDEN



BAYBURT ÜNİVERSİTESİ

TURKEY



UKRAINE



Cardiff Metropolitan University

UK



UK



LEEDS BECKETT UNIVERSITY

UK



University of Chester

UK

PARTNER ORGANISATIONS



Supported by



EOSE EXPERTISE



EOSE Expertise

IN BRIEF

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

The key areas of EOSE expertise and our activities are:

- › **International expert network** - drawing on the expertise of our network of members across 31 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 relevant training offers
- › **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).

» Roles of EOSE

Besides the work conducted with its members, EOSE is also involved in supporting activities and projects led by various different partner organisations. EOSE provides a range of services in a variety of roles:



> **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, European and 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



SKILLS & WORKFORCE DEVELOPMENT
IN THE SPORT SECTOR ACROSS EUROPE



HEALTH
Active citizens



EDUCATION
Innovative learning



EMPLOYMENT
Job creation



**COMMUNITY
DEVELOPMENT**



**SOCIAL
INCLUSION**

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
- EU Youth Strategy 2018
- The European Digital Strategy 2020
- European Green Deal 2020
- European Education Area (2021-2030) 2021

EMPLOYMENT AND SKILLS

- European Skills Agenda for sustainable competitiveness, social fairness and resilience 2020
- Centres of Vocational Excellence (CoVEs) 2020
- Pact for Skills 2020
- Union of Skills 2025

- ✓ 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, economic 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, Council of Europe, 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 23 years of activity.

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 capacity 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 Europe 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 commonly 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.



www.eose.org/eose-expertise/#7stepmodel





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 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 the main stakeholders from the sector
- ✓ Facilitate the link between the worlds of employment and education
- ✓ Align 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 – including the development of micro-credentials
- ✓ A common framework that supports learning mobility and transferability between countries
- ✓ Understanding of the occupational standards and how they can be used to develop learning outcomes.

EOSE is confident that the 7 Step Model can positively impact on the supply of education and training for the sector and, as a direct consequence, improve the skills and competence of the workforce.

SERVICES OF EOSE



Services of EOSE

As an expert organisation in the fields of education, employment, skills, and workforce development, EOSE can work directly for clients in the global sport sector. These projects are managed in addition and alongside our European funded projects and support the long-term sustainability of our organisation. This section showcases some of the projects where we have been contracted to contribute to the development of the sport workforce.

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 covering three areas (coaching, match officiating, and medical education). Our tasks included desk research, surveys, and interviews with national federations and other education providers.

The example from World Aquatics shows how we are supporting them to develop and implement a comprehensive education and development programme for international level sports officials (judges and referees).

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 workforce of tomorrow.



» EOSE Supports World Rugby with Education and Development of Global Rugby Workforce

Across a two-year period covering 2024 and 2025 EOSE has been delighted to work with World Rugby to support the education and development of coaches, match officials, and those who deliver pitch side medical care to players. This consultancy project, carried out directly for leading international sport federation World Rugby, involved mapping the equivalence of education courses from around the world across the three selected domains.

Coaching

EOSE acted as a technical expert partner to implement a collaborative system for professional recognition which establishes transparency and trust between member Rugby Unions (federations) and examines the coach education systems which they operate.

The coaching phase of the project resulted in a “*Rugby Coaching Qualifications Global Mapping and Equivalency Report*” that highlights the equivalence of national rugby coaching certifications which were mapped against the World Rugby coach education awards and levels. EOSE contacted rugby federations in 23 countries to explore and analyse their coach education system and the certifications they offer.



Match Officiating

EOSE was asked to undertake the same exercise for Match Officials to explore and analyse referee education and development globally.

This comparative study, entitled “*Rugby Match Officials Education and Development Global Mapping Project*”, was a groundbreaking piece of work as there had never been any previous attempt to map match officiating education across rugby federations worldwide. The resulting report analyses Match Officials’ education and development pathways in countries where the World Rugby Match Officiating education programme is delivered, and in those countries where the Union has their own qualifications and pathway. In total match officials’ education was studied by EOSE across 21 nations via contact with the national federation.





Medical Education

The final phase of the project implemented a comparative study mapping medical education courses from various providers against World Rugby's suite of pitch side medical care education courses – including first aid courses and specialist courses aimed at medical professionals working in rugby.

The first activity of the project was to implement an online survey of member Unions, aimed at union personnel with responsibility for Medical Education.

World Rugby and EOSE then identified the providers and courses to be included in the mapping and equivalency project. Course materials and key information about each course were collected and mapped for equivalence against World Rugby's suite of courses. A final report entitled "*Mapping and Equivalence of Pitch-Side Medical Care Education Courses*" was produced.



ACCESS
THE FULL
REPORT



Enhanced collaboration and mobility

The results of the project can be used as the basis for discussion and agreement between nations about the equivalence and acceptance of qualifications gained within other member Unions.

The reports support the mobility of coaches, referees and medical personnel, and provide a reference point for continued development across these three roles.

Increasing collaboration between nations and facilitating mobility have been key outcomes of the project. World Rugby is now better able to understand education in rugby around the world and support the development of the rugby workforce.



» EOSE Supports World Aquatics with the Development of Technical Officials

2025 saw the start of an exciting new partnership between EOSE and World Aquatics, the international sport federation which oversees the aquatic sports of Swimming, Water Polo, Diving, Artistic Swimming, Open Water Swimming, and High Diving.

Early in the year, World Aquatics approached EOSE to act as a support partner in the development of the *World Aquatics International Technical Officials' Education Programme*, to provide expertise regarding the development of a new framework of education and development for technical officials across all six aquatic sports.

World Aquatics technical officials' education applies to national-level judges and referees taking the first steps into international competition, up to the level of the Olympic Games and World

Championships. For all six sports, the education programme is made up of three levels of education, known as Bronze, Silver and Gold.

Firstly, EOSE and World Aquatics agreed on a common framework structure to apply and bring consistency across all six aquatic sports. The "framework" applies best practice in vocational education design, including components of eligibility criteria, target audience, core competences, learning outcomes, module structure, and assessment process. While the content is different and specific to each sport, the structure and format of the Education Programme is the same and consistent across all six sports.

Next, EOSE, under the guidance of World Aquatics, liaised directly with subject-matter experts (SMEs) for each aquatic sport to agree the framework for their sport and begin the work on

developing specific content for the technical modules at each level. EOSE with World Aquatics provided detailed content development guidelines and feedback to support the process.

The SMEs for each sport are responsible for the content of the sport-specific technical modules covering officiating roles, rules, competition regulations etc. The overall course for each sport also includes soft skills modules in topics such as communication, ethics, observation, safeguarding and leadership. EOSE has been responsible for developing the first draft of the content for the soft skills modules.

The project will continue into 2026 to support all six sports to complete their learning programmes, e-learning courses, assessment protocols and train-the-trainer workshops across all three levels ●



“ Working with EOSE has been a true pleasure. Their high level of professionalism, clear guidance, and access to a wide network of subject-matter experts have been instrumental in supporting our work. This collaborative approach has enabled us to progress smoothly and effectively in the development and implementation of our Technical Officials Education pathway.

Together, we strongly believe in the importance of creating high-quality, accessible education opportunities for technical officials. As committed volunteers, they play a vital role in sport, and investing in their development is essential to supporting their passion, strengthening standards, and ensuring the long-term sustainability and integrity of our sport. We greatly value this partnership and the shared commitment to excellence, innovation, and long-term capacity building within sport.

Vita Balsyte, Senior Development Manager at World Aquatics

“ We are delighted to be working in partnership with World Aquatics on this ambitious project, and I would like to thank them for the trust placed in EOSE. This collaboration strongly aligns with our mission to support education, skills development, and professionalism in sport. We are pleased to contribute our expertise to the development of global and progressive pathways to equip technical officials with the knowledge, skills, and competencies needed to officiate consistently, transparently, and professionally at all levels of international competition.

Aurélien Favre, Executive Director of EOSE

SPORT EMPLOYMENT STATISTICS



Sport Employment Statistics »

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

Sustained dialogue with Eurostat and National Statistics Offices made it possible to collate the data for 2024, covering the EU-27, the UK, and, for the first time, Iceland, Norway, Switzerland and Türkiye. 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.

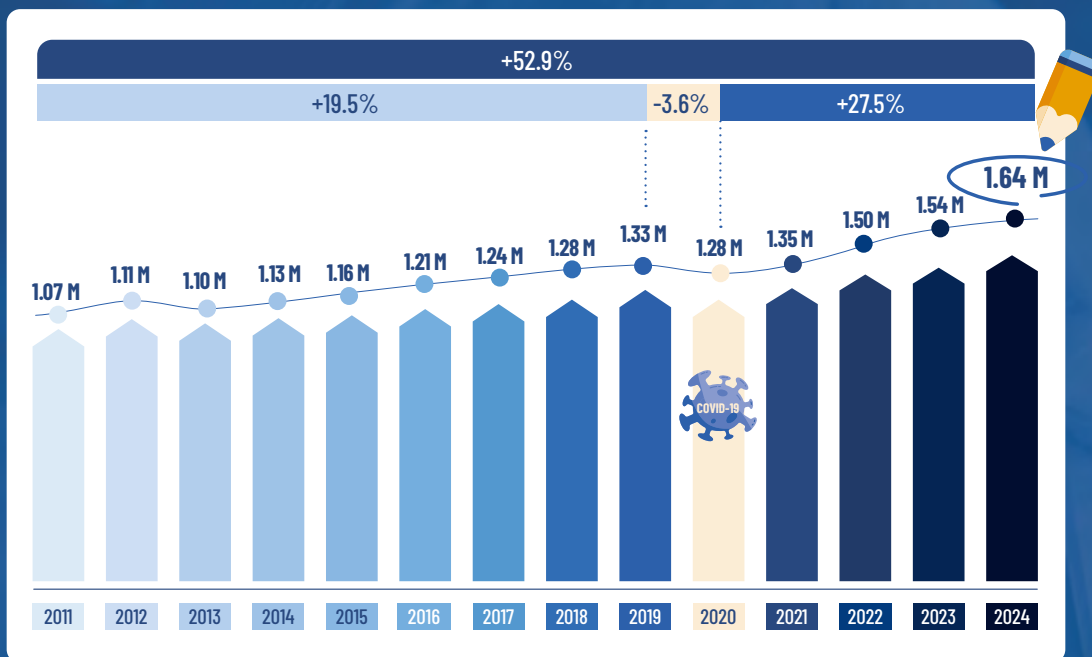
While these statistics represent the best available information from official sources, they should not be interpreted as a definitive picture of sport employment across Europe. Notably, “*sport employment*” in our findings is defined as all individuals working in sport and fitness occupations, as well as those employed in non-sport occupations within sport organisations. It does not include related sectors such as retail, agriculture, manufacturing, or construction. The statistics include only those whose main job is in the sport sector.

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 some of the main findings for the sector in Europe. More detailed statistics, discussions and background information such as research methodology can be found in the research report “*2024 Sport Employment Statistics in Europe*” available through EOSE website. This year’s edition of the research report includes new data points (e.g. workers with one and more than one job; number of hours worked) as well as national comparisons for EU Member States and five additional non-EU countries: Iceland, Norway, Switzerland, Türkiye and the United Kingdom.

Additionally, a “*European Fact Sheet*” has been produced, as well as 32 “*National Fact Sheets*” covering the 32 countries being analysed. The aim of these Fact Sheets is to present key findings and characteristics of sport employment in a short, accessible format.

➤ Number and Share of People Working in the Sport Sector



1.64 M
IN 2024
+52.9% SINCE 2011

Total sport employment (workers with a sport and fitness occupation, and those working in sport organisations) in the EU reached a record of 1.64 million in 2024. 1.01 million of these were workers with a sport and fitness occupation, most of whom (53.4%) were employed by sport organisations.

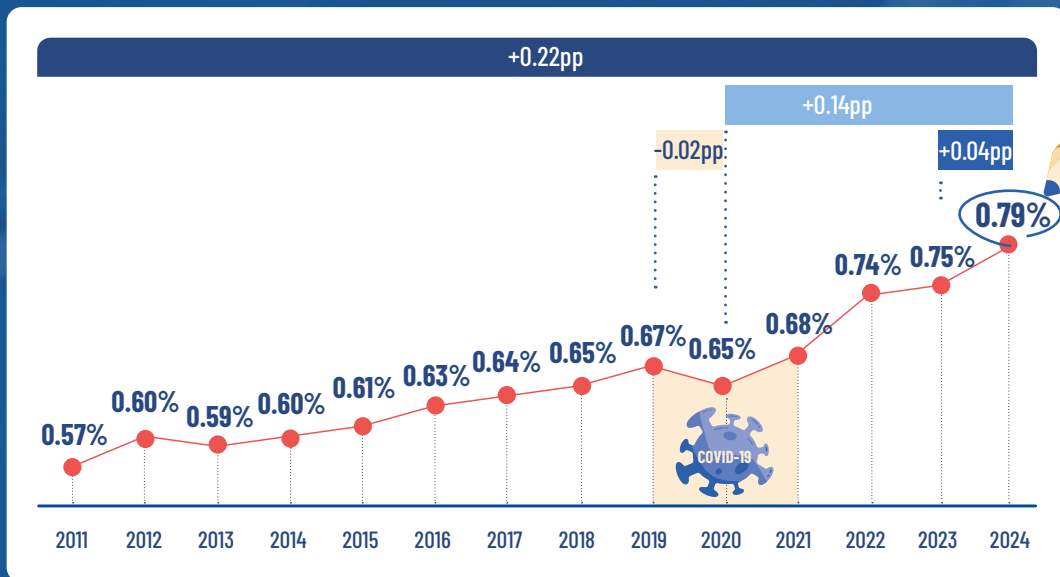
The overall long-term trend was upward despite the Covid-19 dip, with gains since 2020 more than offsetting a -3% decline during the pandemic. However, nine EU countries still have sport employment numbers below those of 2019.

The following four countries represented 61% of the total number of workers in the sector in the EU:



Sources: Eurostat and National Statistics Offices

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



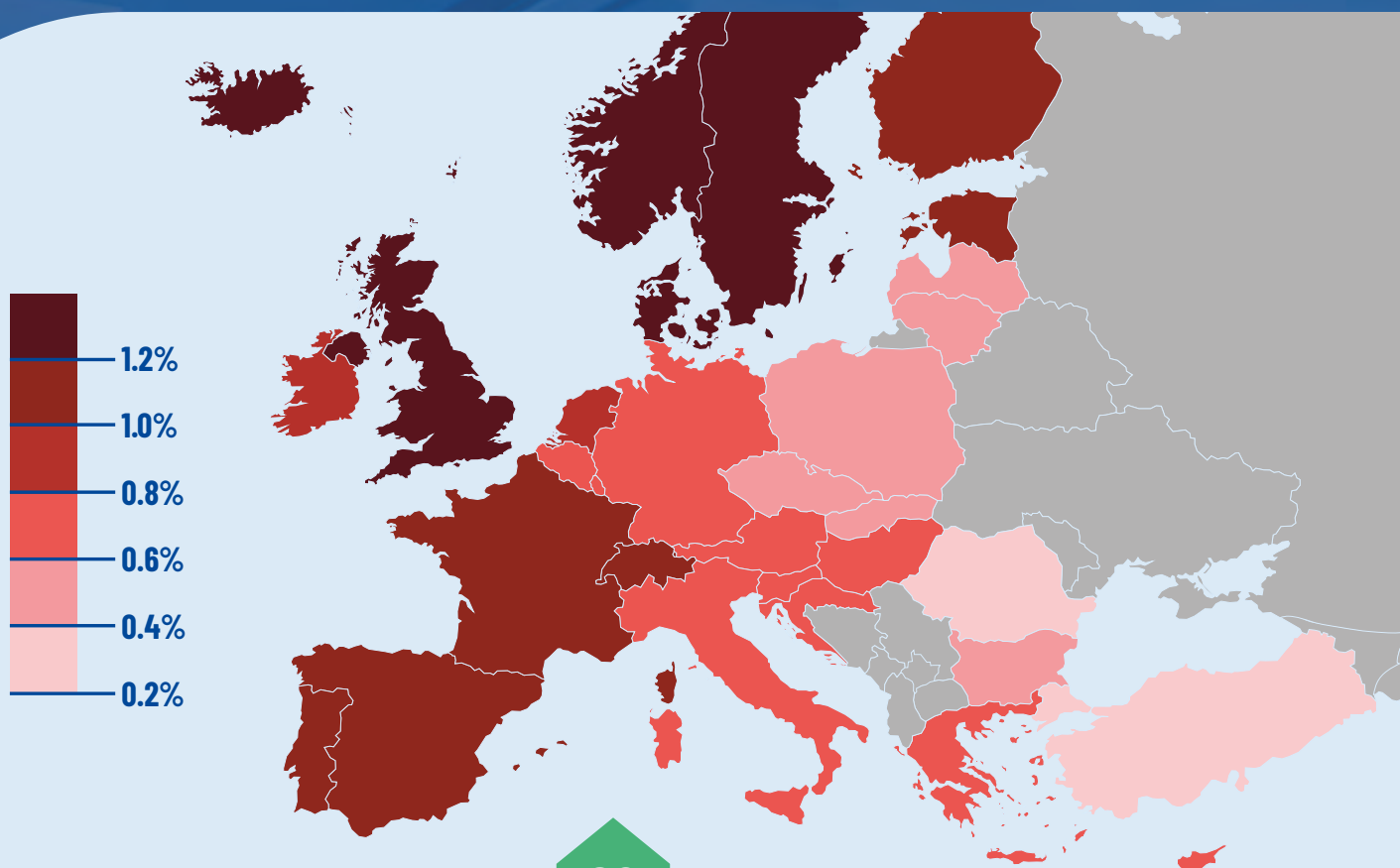
Since 2011, sport has grown strongly in absolute terms and as a share of total EU employment, now at 0.79% (up 0.22 percentage points), confirming sport employment was still expanding faster (+52.9% since 2011) than the wider EU economy (+10.9%).

There were wide variations by country: sport's share of national employment spanned from less than 0.3% in some Member States to well above 1% in others.



0.79% IN 2024

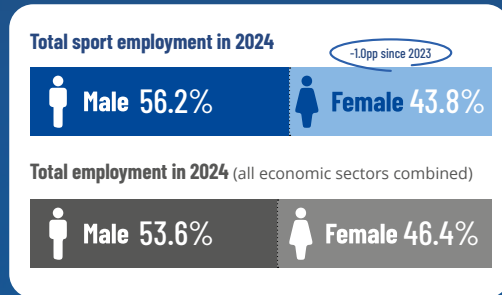
+0.22pp SINCE 2011



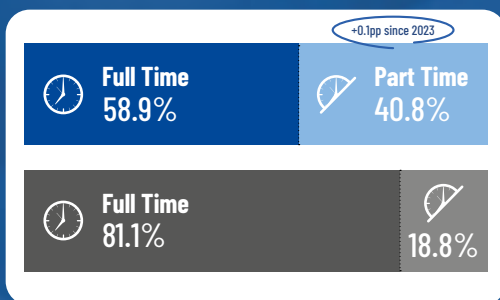
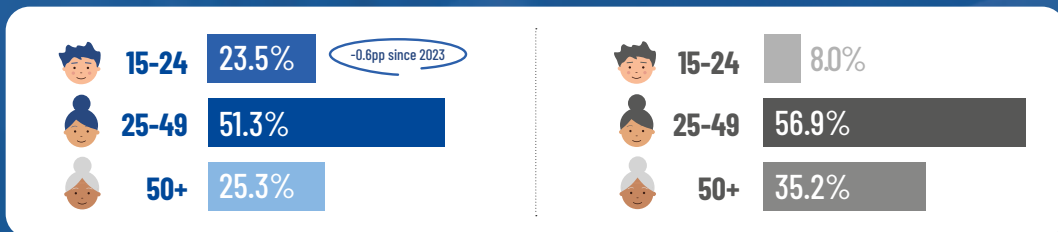
Characteristics of Sport Employment

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). This year's full report also includes new datapoints such as shares of workers with one and more than one job or number of hours worked.

In terms of gender, in 2024 there was a lower share of female employment in sport (43.8%) compared to the EU average for all sectors (46.4%). The gender gap in sport has increased since 2011 when 47.9% were female. The representation of females with a sport and fitness occupation and those working in sport organisations was lower still. Notably, only 32.4% of managers in sport organisations were female compared to 74% of clerical support workers.

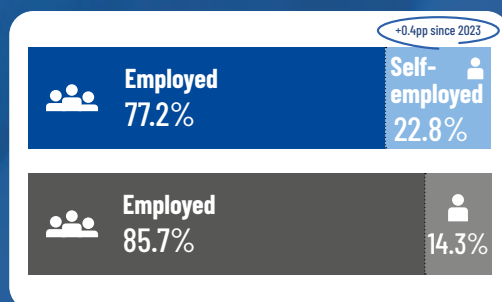


The workforce was considerably younger than the EU all sector average, with a very large proportion aged 15–24 in the sector (23.5% vs 8.0% in all sectors). Since 2011, there has been a decline in those aged 25–49 with a growth of those aged 50+. Educational attainment was relatively high compared with the EU workforce (40.7% with graduate-level education vs 38.6% in all sectors), growing in recent years but with country-by-country variations.



Part-time work was much more common (40.8% vs 18.8% in all sectors), especially among females (over 53% of females in sport employment in 2024 were part-time). A significantly higher proportion of workers held more than one job (8.4% in sport vs 4% in all sectors).

Self-employment was also much higher (22.4% in sport vs 13.7% in all sectors) and has become more prevalent since 2011 (17.9%). These features can aid entry and responsiveness to demand, but they also raise issues around retention, progression, professionalisation of the sector and social protection.



Find Out More: Access Latest Publications



The research report "2024 Sport Employment Statistics in Europe" presents a detailed discussion and analysis of the sport employment data from 2011 to 2024.

It includes specific sections on total sport employment, 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 "2024 Sport Employment Statistics in Europe", along with the 32 National Fact Sheets (covering 27 EU Member States, Iceland, Norway, Switzerland, Türkiye 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 2024, 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, training and employment 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 2025, EOSE concluded and published all deliverables of the

GLDF4CleanSport project with WADA and the group of partners.

We also led two EU-funded projects as coordinators in the fields of non-traditional forms of employment in the sport sector (IN-FORMS) and youth officiating (REFS).

Within the network, we were successful in securing a new EU-funded project continuing our work in the field of sport for development (S4D) – this time with the focus on creating e-learning courses for the S4D workforce. The Skills4Change project, coordinated by SportMalta and co-led by EOSE is set to begin in 2026.

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 2025
- › Ongoing EOSE-led projects
- › New EOSE-led project submitted in 2025, starting in 2026
- › 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.

Completed Project
Outputs Available

DEVELOPING THE CAPABILITIES
OF ANTI-DOPING PROFESSIONALS

GLDF4 CLEAN SPORT



» Standards and Training Resources for the Anti-Doping Industry (GLDF4CleanSport)

Full Title:	GLDF4CLEANSPOORT - <i>"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."</i>
Funded under:	Erasmus+ Sport Programme - Collaborative Partnership - Call 2021
Duration:	36 months (from 1 st October 2022 to 30 th September 2025)
Project Coordinator:	European Observatoire of Sport and Employment (EOSE)
Partnership:	9 organisations from 8 countries

Doping poses a fundamental threat to the integrity and values of sport. Behind every anti-doping rule, test or compliance decision are practitioners working across a wide range of organisations, sports and competition levels. Their work is complex, often unseen, and essential to keeping sport fair and safe. To do it well, these professionals need clear roles, shared standards and access to high-quality education and training.

While rules and responsibilities were increasingly harmonised worldwide, education and training pathways for anti-doping practitioners were not. Addressing this gap was the central purpose of GLDF4CleanSport, an Erasmus+ Sport project jointly led by the World Anti-Doping Agency

(WADA) and EOSE, as part of WADA's wider Global Learning and Development Framework (GLDF).

Launched in 2022, the project brought together WADA and EOSE with five European National Anti-Doping Organisations (Austria, Denmark, France, the Netherlands and Poland) and two International Sport Federations (World Athletics and World Rugby).

The project's work began with evidence. Led by EOSE, the consortium carried out a first ever comprehensive mapping of the global anti-doping workforce, examining its size, structure, responsibilities and training needs. This research, including a large-scale survey, provided a shared reference point for the sector and informed

all subsequent activities. Building on this, EOSE used its innovative 7-Step Model for Lifelong Learning to work with expert practitioners from around the world to define professional standards for four key anti-doping roles: **testing, compliance, major event anti-doping management and government advisory functions.**

The standards were used to design and pilot competency-based learning programmes, combining online and in-person elements, and supported by a dedicated train-the-trainer programme to ensure future delivery. Alongside this, practical self-assessment tools were created to help both practitioners and organisations reflect on current competence levels and identify development priorities ●



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



Partner meeting hosted by AFLD in Paris, France in June 2025



WADA welcomes the outcomes of GLDF4CleanSport, which provide an important evidence base for strengthening learning and development across the anti-doping system. By strengthening professional roles, skills and learning pathways, the project contributed to more consistent practice, greater confidence in clean sport systems and, ultimately, stronger protection of sport's integrity and values. We are grateful to all project partners for their professionalism and collaboration throughout this initiative."

Amanda Hudson, Director of Education, WADA



THE PROJECT FORMALLY CONCLUDED IN SEPTEMBER 2025, LEAVING BEHIND A SET OF CONCRETE, WIDELY ACCESSIBLE RESOURCES NOW INTEGRATED INTO WADA'S EDUCATION ECOSYSTEM:

- ✓ A global workforce research report
- ✓ Professional standards in English, French and Spanish
- ✓ Harmonised training programmes
- ✓ Self-assessment tools available through WADA's ADEL platform

A sustainability plan is also in place to support ongoing implementation and further development beyond the project's lifetime.



COORDINATOR:



TECHNICAL LEAD :



FUNDER:



PARTNERS:



www.gldf4cleansport.eu/#library

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

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

Since EOSE began its analysis of the EU sport labour market, there is clear evidence that the sector's workforce has some unusual features compared to other sectors. The statistics for 2024, for example, show high levels of part-time contracts (41% in sport versus 19% on other sectors) and fixed term contracts (36% versus 13%). The sport workforce also has a high proportion of youth in the 15-24 age group (24% versus 8%) but many of these young workers do not remain in sport beyond the age of around 30 years. Despite some minor variations, these features are consistent with findings going back to 2011. There is also a widening gender gap (48% female in 2011 versus 44% female in 2024).

EOSE's 2022 FORMS project concluded that sport employment seems to be less stable than other sectors, and

this may be holding back the professionalisation and social inclusion of the workforce which is needed if sport is to achieve the socio-economic goals outlined in the EU's 2007 White Paper on Sport and all the Sport Work Plans which followed. FORMS recommended that further research was needed to explore the real difficulties facing sport employers, the reasons for these problems and whether the sport sector could find solutions through better and more innovative employment practices.

This challenge was taken up by IN-FORMS, a three-year transnational cooperation project (2024-2026). IN-FORMS has now published its first deliverable – *"European Research Report on Employment Challenges and Innovative Forms of Employment in Sport."*

The report highlights the key sport employment challenges and potential solutions based on the results of over 18 months of research, including wide desk studies, a major survey of 2,264 sport organisations, and interviews with 60 sport employees and employers. Its key findings are presented on the next page.

IN-FORMS has also produced its second deliverable, a policy paper aimed at a variety of stakeholders and decision makers in the sport sector: *"New Employment Approaches to Professionalising the Sport Workforce"* which all EOSE members and partners are encouraged to study and consider how they can use it to inform future sport strategies ●



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



Partner meeting hosted by FNPSL in La Rochelle, France in October 2025



FUTURE IN-FORMS DELIVERABLES IN 2026 WILL INCLUDE:

- ✓ Roadmaps to give sport organisations clear guidance on innovative employment practices.
- ✓ An online digital tool to help them use the roadmaps according to their own specific needs.
- ✓ A trained network of sport employment experts across 15 countries to give employers the support they need on employment innovation and employment in general.
- ✓ The first European Conference on New Forms of Employment in Sport.

COORDINATOR:



FUNDER:



PARTNERS:





» Key Findings from European Research Report on Employment Challenges and Innovative Forms of Employment in Sport

The IN-FORMS research report was published in 2025, based on the results of over 18 months of research, including wide desk studies, a major survey of 2,264 sport organisations, and interviews with 60 sport employees and employers.

ITS CONCLUSIONS ARE THAT:

- » Employment in many areas of sport is precarious and that the lack of stable incomes and long-term careers prospects is holding back the recruitment and retention of skilled workers, particularly into their mature years.
- » Employers are aware that part-time and fixed-term contracts contribute to this lack of stability and are willing to address the problem as long as they can maintain the level of flexibility they need to cope with rising and falling fluctuations in demand.
- » Indeed, many employers are already using good employment practices like providing education and training opportunities, improving working conditions, or implementing work/life balance initiatives.
- » However, the use of more innovative employment solutions like employee sharing, platform work, job sharing and intermittent permanent employment was quite limited although they were highly recommended by those who had tried them.
- » Overall, sport employers lack reliable guidance on good and innovative employment solutions and really need more support on employment in general.

WHAT CHALLENGES DO SPORT EMPLOYERS REPORT?

- » Recruitment: 62.6% of recent recruiters faced difficulties.
- » Retention: 39% of organisations reported difficulties.
- » Retention of workers under 30: Of those with retention issues, over 72% say keeping staff under 30 is particularly hard.



ARE THE CURRENT EMPLOYMENT PRACTICES WORKING?

- › 69% of survey respondents agreed that part-time and fixed-term jobs make it more difficult to retain skilled staff.
- › 82% agreed that paid employment in sport is precarious and that this needs to be addressed if professionalisation of the workforce is to grow.
- › There was evidence that good employment practices can help – for example, providing education and training opportunities, improving working conditions, or implementing work/life balance initiatives.

The research activities had a particular focus on innovative forms of employment as a potential solution to existing challenges. We found that some of these forms were already finding their way into sport and were having a positive impact.

INNOVATIVE FORMS OF EMPLOYMENT WITH THE HIGHEST LEVEL OF SUPPORT FROM USERS WERE:

- › Employee sharing
- › Platform work
- › Job sharing
- › Intermittent permanent employment
- › Remote/hybrid working.

However, awareness of these innovations was mostly very low in the sport sector, and the report recommends wider dissemination of these new forms of employment at EU, national, and regional levels. It also highlights that sport employers and employees need practical guidance on how to select and use them effectively and with due regard to employment rights ●

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



➤ Inspiring the Next Generation of Sport Officials in Europe

Full Title:	REFS – “Inspiring the next generation of sport officials in Europe”
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

2025 was the first year of the REFS project, an important project for the sport sector with a focus on 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.

The overall aim of REFS is to inspire the next generation of sport officials in Europe. This is being done through intensive phases of research and consultation, to be 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 has three focus areas:

- Improving the image and perception of officiating among children (aged 8 – 13)
- Attracting/recruiting young people (aged 14 – 20) to officiating roles
- Retaining young officials (aged 14 – 20)

Understanding the experience, barriers and opportunities surrounding children and young people who are sport officials forms the basis of the REFS project, while case studies and guidelines for engaging young people will inspire and inform practice in the sector.

The overall benefits/impacts of REFS are expected to be to:

- Raise the profile of sport officiating and the positive values it promotes
- Increase the knowledge base concerning youth and sport officiating

- Establish a forum for sharing of ideas and best practice in recruitment and retention of young sport officials in Europe
- Provide support to those responsible for the recruitment, retention and development of sport officials
- Contribute to the achievement of a more effective sport officiating workforce which makes use of all the talent available to it.

Two in-person partner meetings took place in 2025 - in Copenhagen, Denmark as guests of Badminton Denmark in April 2025, and in Paris, France, hosted by AFCAM at the iconic Roland-Garros tennis stadium in October 2025 ●



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



Second partner meeting hosted by AFCAM in Paris, France in October 2025

“ The REFS project is a meaningful initiative that reflects our core values: integrity, respect, and knowledge-sharing. Committing to youth engagement in sport officiating, a topic still too rarely explored, is a unique opportunity to help shape the future of sport in Europe.”

Charlotte Girad-Fabre, Secretary General and CEO at the International Federation for Sport Officials (IFSO)



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



» Enhancing Skills in Sport for Development

Full Title:	SKILLS4CHANGE – “Enhancing the skills of the sport for development workforce to promote positive values through innovative e-learning”
Funded under:	Erasmus+ Sport Programme – Call 2025
Duration:	24 months (from 1 st January 2026 to 31 st December 2027)
Project Coordinator:	SportMalta, with support from EOSE
Partnership:	9 organisations from 7 countries

Sport’s huge capacity to transform the lives of people, especially those in disadvantaged and marginalised communities, is now being realised through the field known as sport for development – the intentional use of sport as a tool to promote positive change for individuals and communities.

Sport for development covers a variety of development objectives within overall thematic areas such as social justice, social cohesion, personal development, community development, and health promotion.

Research has shown that there are very few education opportunities which address the attributes, skills and competences which are unique to sport for development settings. There is an urgent need for accessible, relevant and fit for purpose training routes specific to the needs of the sport for development workforce. SKILLS4CHANGE will help to address this gap in training provision.

SKILLS4CHANGE is building on a previous Erasmus+ project CHANGE¹ (2019-2021). The CHANGE project analysed the sport for development sector and its workforce, identified two job roles which are vital to success, “coordinator” and “activator”, produced Occupational Standards (required competencies, skills, and knowledge) and sets of learning outcomes which could help to design training courses.

SKILLS4CHANGE will build on this earlier project to deliver three main solutions which will boost learning and development in the sport for development sector:

» **Carry out a training needs analysis to identify training priorities of sport for development coordinators and activators and others in the broader sport movement who wish to enter the field.**

SKILLS4CHANGE will carry out global research into the training priorities of the sport for develop-

ment workforce, focussing on the roles of coordinator and activator. The research will involve a combination of activities, including desk research and literature reviews, a major multi-lingual survey on training needs and priorities and focus group consultations.

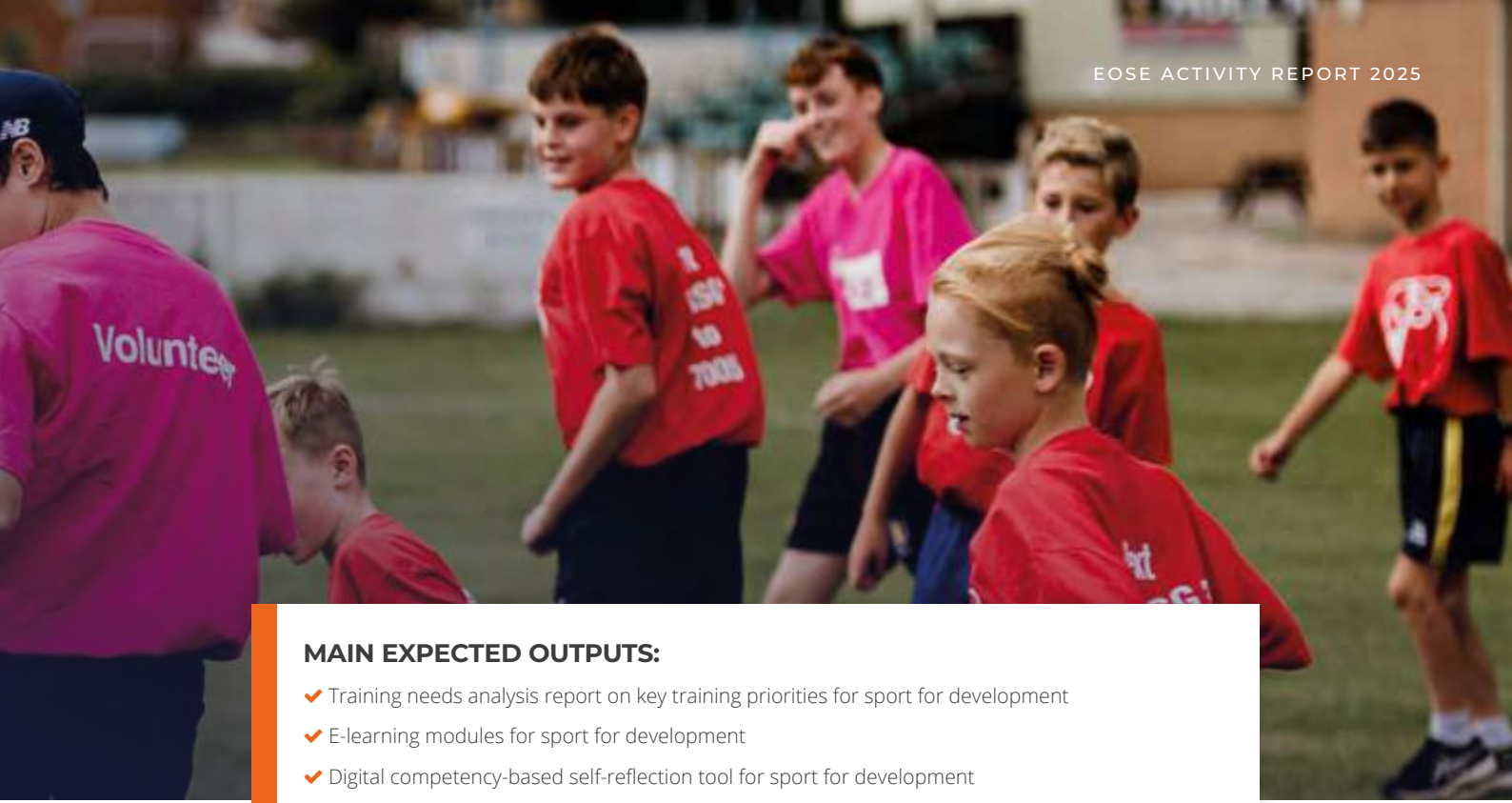
» **Develop a series of e-Learning modules based on the Training Needs Analysis to equip those working in sport for development with the identified essential skills.**

A suite of online e-learning modules which are interactive, stimulating, and based on training needs and the realities of practice in the field will be created as part of the SKILLS4CHANGE project. The aim is to produce a flexible digital learning framework for the sport for development workforce which will have a significant and positive impact on the performance of coordinators and activators. With the resources available, it is expected that a minimum of 10 eLearning modules will be pro-



Further information about the project can be found at: www.s4c-sport.eu

¹ www.change-sport.eu



MAIN EXPECTED OUTPUTS:

- ✓ Training needs analysis report on key training priorities for sport for development
- ✓ E-learning modules for sport for development
- ✓ Digital competency-based self-reflection tool for sport for development
- ✓ Global online conference on education and employment in sport for development
- ✓ Strategic Sustainability Action Plan Towards Achieving a Competent Workforce in Sport for Development

duced, in English and at least two other languages.

» **Develop and launch an innovative multilingual digital self-reflection tool that allows sport for development coordinators and activators to identify their individual training needs, refine their professional development, and guide their learning path.**

SKILLS4CHANGE will create an easy-to-complete online questionnaire for sport for development practitioners, which will ask basic questions

about their current and emerging responsibilities and then direct them to specific questions based on relevant competencies, skills and knowledge with rating scales so they can compare their work with good practice based on the Occupational Standards developed by CHANGE. The tool will also have the facility for built-in analysis of the answers and recommendations for further learning which will link to appropriate SKILLS4CHANGE e-learning modules. The tool will be valuable to individuals and organisations alike. The development process will include

adequate pilot testing, and it will also be produced in English and translated to at least two other languages.

The official coordinator of SKILLS4CHANGE is EOSE member SportMalta, EOSE will play a role in supporting the management of the project as well as leading the research phase. A very high quality partnership will ensure the project outputs are embedded in the sport for development sector.

SKILLS4CHANGE is set to be a valuable and impactful project ●

COORDINATOR:



TECHNICAL LEAD:



FUNDER:



PARTNERS



EUROPEAN PROJECTS 2025

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 plan 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.

Q In the following section, we highlight key projects where EOSE has been a proud partner in 2025, 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
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 sport education and training.

With the first 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 the 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 is implementing 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 2025 EOSE attended study visits and partner meetings in Greece and Germany. EOSE also led the implementation of a Training Needs Analysis (TNA) survey to gather insights into skills needs in the sport sector (see page 48).

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 2026, EOSE will work with partners to further develop the LSP at the European level and will support the national partners with the establishment of their Regional Skills Partnerships.

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

Spotlight on EUROPEAN REPORT ON TRAINING NEEDS FOR THE SPORT SECTOR

Produced for the STARS project

The Training Needs Analysis (TNA) Survey for the sport sector in Europe was implemented as a research activity for the STARS project (see previous page). The development of the survey was led by the STARS TNA Steering Group with the analysis and reporting carried out by EOSE.

In today's rapidly evolving labour market, understanding both current and emerging skill needs is essential for aligning education, training, and employment opportunities. The ambition of the STARS TNA Survey was to identify gaps between the skills and competences paid staff and volunteers in sport currently have and those required to meet organisational, sectoral, or national objectives.

Measuring and forecasting skills in the sport sector has long been a challenge. Employer skills surveys, such as the STARS TNA Survey, provide a valuable mechanism to identify the type, level, and composition of skills needed, while also anticipating future demands

and exploring other key workforce issues.

The survey aimed to capture employer perspectives on the key realities and challenges facing the sport sector. Its purpose was to understand current needs and inform future action in skills policy and development of education products. The questions were designed for all types of organisations across the sector.

After being tested, finalised and translated the survey was disseminated across Europe through the STARS partners using various dissemination channels. The online survey was launched in May 2025 and ended in August 2025 with a total of 1359 valid responses collated, with 47 nations from across Europe (and several beyond Europe) represented.

KEY FINDINGS

WORKFORCE TRENDS

➤ Recent growth: 87.2% reported a stable or growing workforce in the past 12 months.

➤ Future outlook: 78.8% expect further stability or growth within two years, signalling confidence in the sector.

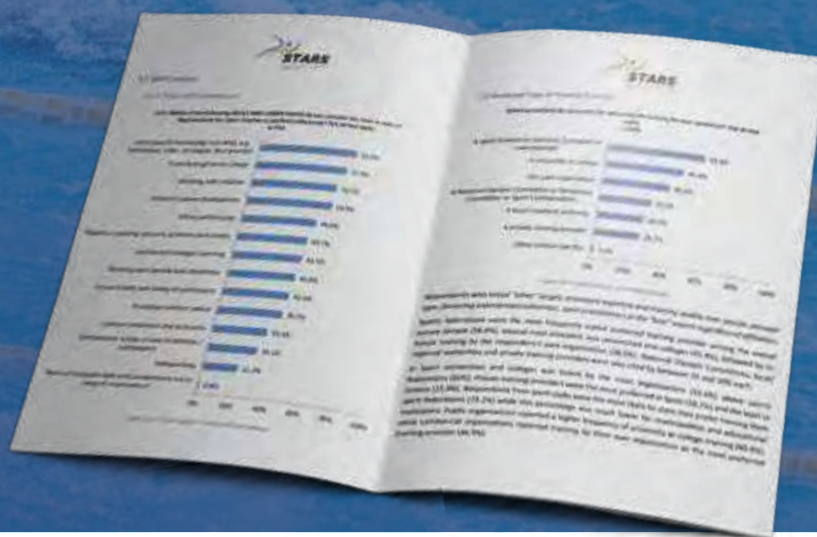
SKILLS GAPS AND TRAINING NEEDS

Across seven selected occupations in sport, employers' views on the skills of their workforce which are most in need of improvement were gathered across four domains (skills and competences, soft skills, digital skills, green and environmental skills).

Example of finding - skills gaps for MIDDLE MANAGERS in the European sport sector:

- Skills and competences most in need of improvement:
 1. Manage projects
 2. Manage resources
 3. Manage an effective workforce
- Soft skills most in need of improvement:
 1. Teamwork and collaboration
 2. Communication
 3. Conflict management and negotiation

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



➤ Digital skills most in need of improvement:

1. Using online platforms for communication, management and coaching
2. Finding and evaluating online information
3. Using social media for engagement and brand promotion

➤ Green and environmental skills most in need of improvement:

1. Understanding the relationship between sport, the environment and social responsibility
2. Promoting eco-friendly behaviours and consumption
3. Identifying sustainability improvements in sport facilities

Skills gaps were also explored for the roles of sport coach, professional athlete, fitness instructor / personal trainer, outdoor activity leader, sport official and senior manager.

RECRUITMENT CHALLENGES

➤ Causes of difficulty in recruitment include low pay/unattractive conditions, lack of applicants with required skills and attitude, and absence of career opportunities.

4. Increase funding and accessibility for workforce development
5. Strengthen employer-education partnerships at local, national, and EU levels
6. Promote flexible, short-format training to fit sport workforce realities

WORKFORCE DEVELOPMENT AND TRAINING PRACTICES

➤ 81.3% of respondents rated workforce development as important/very important.

➤ In-person workshops are the most favoured training format, hybrid/blended learning and mentoring also popular.

➤ Main barriers to training include lack of time, lack of funds and insufficient local or relevant training options.

The STARS TNA survey confirms that Europe's sport sector is buoyant yet challenged by structural issues in workforce development. While organisations value training, limited funding, lack of clear career pathways, and persistent skills gaps hamper progress. Digital transformation, sustainability, and soft skills development are key future priorities.

POLICY IMPLICATIONS AND RECOMMENDATIONS

The survey resulted in the following recommendations for the sector:

1. Develop structured career pathways to improve retention
2. Align education curricula with practical skills needs
3. Expand investment in digital and green skills training

EOSE also produced reports on the survey findings at the national level for France, Greece, Germany and Spain which will be disseminated by the STARS national partners in those countries.

The full TNA report will be published following the completion of additional qualitative studies ●



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

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

The promotion and growth of volleyball at the grassroots level is a strategic priority of the European Volleyball Confederation (CEV), and the implementation of this Erasmus+ Sport project under the slogan ‘Play Volleyball, Grow With It’ (PVGW2.0) can be considered as pivotal to the achievement of this goal.

Funded by the European Commission, this three-year project (2023-2025), coordinated by CEV, aimed to develop and pilot an innovative and inclusive approach to support teachers and coaches in introducing volleyball to children aged 6 to 14. The project placed a strong emphasis on social inclusion, equal opportunities, and safe participation in sport.

A central output of the project was the “New Guide for Teachers and Coaches”, designed to be flexible and adaptable to different

school and club contexts. Through simple adaptations of rules, equipment, and learning progressions, the guide makes volleyball more accessible and engaging, fostering physical activity in a fun and motivating way for newcomers.

In 2025, EOSE conducted a European consultation involving 501 teachers and coaches. The results showed a high level of satisfaction (average score of 4.3/5), highlighting the clarity of progression, adaptability, and active participation of children. These findings confirmed the strong potential of the methodology to enhance youth participation in volleyball.

Another major output was “Guardians of the Courts – A Guide to Safeguarding Children in Volleyball and Beyond”, safeguarding guidelines developed under the leadership of the Macedonian So-

ciety of Penology (MSP). The guide provides a practical framework to support schools, clubs, and federations in creating safe, inclusive, and positive environments for children in volleyball.

The Final Conference of the PVGW2.0 project was organised in Romania in December 2025 and brought together National Volleyball Federations, project partners and experts. It gave the opportunity to present and discuss the project outputs, but also to focus on continuity, sustainability and opportunities to further strengthen grassroots volleyball across Europe.

The partnership, led by CEV, involved four national volleyball federations (Austria, Iceland, Ireland, and Romania), the German Sport University of Cologne (DSHS), the Macedonian Society of Penology (MSP) and EOSE ●

Further information about the project at: www.inside.cev.eu/development/projects/pvgw20/



Partner meeting in Dublin, Ireland in July 2025



EOSE ROLE AS PARTNER:

- ✓ Contribution to the development of the New Guide for Teachers and Coaches
- ✓ Evaluation of the relevance and quality of the innovative methodology
- ✓ Support to the development of the safeguarding guidelines
- ✓ Dissemination and promotion



COORDINATOR



FUNDER

www.inside.cev.eu/development/projects/pvgw20/#project-deliverables

ACCESS DELIVERABLES





➤ Promoting Gender Equality in Volleyball Leadership (EVGC)

Full Title:	EVGC – “EmpowHER Volleyball Game Changer”
Funded under:	Erasmus+ Sport Programme
Duration:	3 years (from 1 st January 2025 to 31 st December 2027)
Project Coordinator:	European Volleyball Confederation (CEV)

The EmpowHER Volleyball Game Changer (EVGC) project aims to promote gender equality in leadership positions within volleyball by addressing structural and cultural barriers that limit women’s access to decision-making roles. While volleyball demonstrates strong gender balance on the field, women remain under-represented in governance structures, accounting for approximately 23% of leadership positions in volleyball in Europe.

EVGC brings together the European Volleyball Confederation (CEV - Leader), the EOC EU Office, EOSE, and six National Volleyball Federations from Albania, Georgia, Germany, Luxembourg, Malta, and Sweden.

The project’s work plan is structured under five main activities:

- **Assess** – Mapping the state of gender equality through surveys and document analysis
- **Benchmark** – Categorising volleyball federations and clubs using a Bronze / Silver / Gold system
- **Act** – Developing a Categorisation Handbook and tailored Action Plans
- **Empower** – Implementing work-shops, mentoring, and peer exchange activities
- **Embed** – Ensuring sustainability through Impact and Legacy reporting ●

PROGRESS

In 2025, EOSE contributed to the design and methodological framework of the EVGC Gender Equality Survey, which collected 823 responses from national and regional volleyball federations as well as clubs. Initially piloted in the six partner countries and later extended to all 56 CEV member federations, the survey established a robust evidence base, and its findings will provide a foundation for the subsequent categorisation process and development of tailored Action Plans. EOSE is pleased to be part of this important project and looks forward to contributing to its next phases.

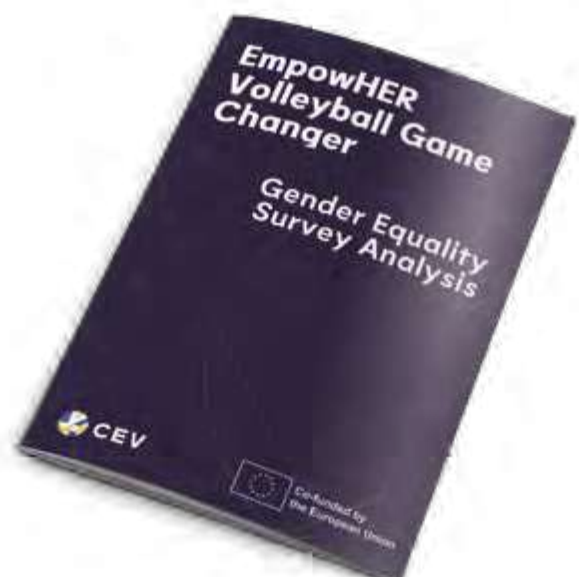
Further information about the project at: www.inside.cev.eu/development/projects/evgc-empowher



Partner meeting in Frankfurt, Germany in June 2025

EOSE ROLE AS PARTNER:

- ✓ Contribute to the design and implementation of the Gender Equality Survey
- ✓ Support the Bronze / Silver / Gold categorisation process
- ✓ Monitor implementation of recommendations by partner federations
- ✓ Lead the evaluation phase after implementation and consolidate findings
- ✓ Contribute to the Impact & Legacy Report



COORDINATOR



FUNDER



➤ Towards the Professional Development of Supporter Liaison Officers

Full Title:	TPDS - "Towards the Professional Development of Supporter Liaison Officers"
Funded under:	Erasmus+ Sport Programme
Duration:	3 years (from 1 st June 2023 to 31 st 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 Foot-

ball 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 and SLOs from 20 countries at SLO Network Meeting in Malmö, Sweden in June 2025

PROGRESS

Since the project launch in June 2023, TPDS partners have met four times in-person in Frankfurt, Gdańsk and Malmö (twice) and held many 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
- ✓ Developing, piloting and finalising SLO training modules in Sweden, France and Poland
- ✓ Production of full draft occupational standards which are now being consulted on through the European SLO network and UEFA

IN 2026 THE PROJECT WILL CONCLUDE WITH:

- ✓ Fully validated SLO occupational standards and a guidance handbook for their use
- ✓ A toolkit for the professionalisation of SLOs
- ✓ A roadmap for rolling out the project outputs on the South American continent standards

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



➤ Empowering Youth Leadership in Sport for All

Full Title:	REACH - "Reshaping Engagement, Advocacy, and Capacity-building for Youth in Sport for All"
Funded under:	Erasmus+ Sport Programme
Duration:	2 years (from 1 st January 2025 to 31 st December 2026)
Project Coordinator:	TAFISA (The Association For International Sport for All)

The REACH project is an initiative designed to empower young people across Europe and beyond by increasing their participation in volunteer, leadership, and decision-making roles within the Sport for All movement. Through the creation of a Youth Task force which takes part in training and will develop and deliver community actions, REACH provides young people aged 18-30 with opportunities to take on leadership roles and become change agents in their communities.

The REACH project aims to:

- Understand the needs and expectations of young people (18-30 years old) in Sport for All.

- Gather and analyse data on youth engagement to shape future strategies and policies.
- Empower youth and organizations through capacity-building initiatives.
- Create platforms that support youth-led, innovative Sport for All programs.
- Establish mentorship programs to foster peer-to-peer learning.
- Develop a sustainable, replicable model for long-term youth engagement.

Through hands-on learning and strategic collaboration, the REACH project will deliver tangible tools and frameworks

to enhance youth engagement in Sport for All including:

- Literature Review - Mapping existing youth engagement strategies in Sport for All.
- Analysis of Sport for All organizations' policies on youth engagement.
- Youth Engagement Charter for Sport for All organizations, as well as a Mentorship Charter.
- Enhanced Certified Leadership Course modules strengthening youth-focused capacity building.
- Collection of good practices from 9 Community Actions ●



Further information about the project at: www.reach4youth.com



REACH partners and Youth Task Force members at a meeting in Poitiers, France in October 2025

PROGRESS

Following the launch of the project, partners took part in two in-person meetings in Frankfurt (Germany) and Poitiers (France). REACH achievements in 2025 include:

- ✓ Producing a dissemination and impact measurement plan for the project
- ✓ Launching and recruiting 15 youth for the Youth Task Force
- ✓ Updating the TAFISA Certified Leadership Course
- ✓ Launching a mentoring programme
- ✓ Publishing first research output: rapid collection of strategies to engage youth in Sport for All volunteering.

EOSE ROLE AS PARTNER:

- ✓ Leading the planning and reporting of communication, dissemination and impact measurement activities
- ✓ Contribute to the production of charters
- ✓ Update leadership course content in line with CHANGE and S2A project outputs
- ✓ Active dissemination and promotion



COORDINATOR



FUNDER

EVENTS





Events »

Through organising and attending events we are 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, as well as to communicate about the latest developments and initiatives in the sector, inform about EU policies and funding opportunities and expand the recognition of EOSE.

» Events Attended or Organised by EOSE in 2025

2025

AT A GLANCE



2025

Events timeline

*In blue: events organised by EOSE

JANUARY

9th - 11th
Sport Malta Annual Forum
Malta

27th
EVGC kick-off meeting
Online

28th
REFS icebreaker meeting
Online

29th - 31st
IN-FORMS partner meeting
Mogosaia, Romania

FEBRUARY

3rd
EASM Employability
Working Group
Online

11th
PVGW2.0 partner meeting
Online

13th
TPDS partner meeting
Online

13th - 14th
EVGC kick-off meeting
Online

MARCH

12th
Erasmus+ conference
Bucharest, Romania

13th - 14th
PVGW2.0 partner meeting
North Macedonia

21st
EOSE Executive Board
meeting
Online

24th
GLDF4CleanSport partner
meeting
Online

27th
TAFISA European Sport for
All Forum
Frankfurt, Germany

27th - 28th
REACH partner meeting
Frankfurt, Germany

Celebrating Sport in Malta 2025 Conference

📍 Malta - 10th and 11th January 2025

Celebrating Sport in Malta is an annual conference which provides a platform for national sport stakeholders to discuss the future of sport in Malta and explore ways to leverage sport's social, economic, and health potential. This year's event marked the celebration of the 10-year anniversary of SportMalta, organiser of the event, with EOSE represented by its Executive Director, Mr. Aurélien Favre.



The event, composed of discussions, expert panels, and keynote presentations, was attended by nearly 200 participants representing various Maltese sport organisations such as sport federations, sport clubs, local authorities, NGOs, schools, as well as policy makers, coaches, educators, athletes, students and physical education teachers.

Aurélien delivered a presentation on European funding opportunities for the sport sector in Malta. He shared concrete examples of funding opportunities and projects (e.g., Erasmus+ Sport), provided practical advice, strategies and tips to develop a funding application, and encouraged sport organisations to consider these unique

opportunities to access financial resources which can support the implementation of their strategic plan and ambitious activities towards enhancing physical activity, good governance, gender equality, capacity-building and professionalisation of the workforce ●

Presenting V4V in Romania

📍 Bucharest, Romania - 12th March 2025



Sustainability is a vital aspect of all EOSE's Erasmus+ Sport projects. Even though V4V, a groundbreaking project into European sport volunteering, concluded in 2023, EOSE is determined to keep up the momentum and share information on this vital topic.

On 12th March 2025, Geoff Carroll, our Director of Skills Development, was invited to make a presentation about V4V at a conference in Bucharest, organised by the Romanian National Institute for Sport Research (NISR) and attended by over 50 delegates from local sport organisations. The purpose of the conference, hosted by the National Olympic Committee, was to showcase

Erasmus+ Sport projects involving Romania. NISR, a V4V partner, sees the V4V project as the highpoint of their recent European work and were very keen for EOSE to share the project's findings, recommendations and innovative digital tools for sport organisations and volunteers.

The conference was highly impressed by the quality of the V4V partners' research and the relevance of their recommendations especially for Romania which historically has low levels of sport volunteering. Feedback on the digital tools and their potential to help sport organisations and volunteers was equally positive ●



TAFISA European Sport for All Forum

📍 Frankfurt, Germany - 27th March 2025



Wojciech Waśniewski represented EOSE at the Association for International Sport for All (TAFISA) European Sport for All Forum in Frankfurt, Germany. The event gathered experts and organisations focused on sport participation across Europe.

EOSE was invited to join the panel discussion on 'Youth

Engagement & Participation in Sport for All', moderated by Helena Moya Bataller (TAFISA), where Wojciech highlighted key employment characteristics within the sport sector such as the sector's notably high proportion of young employees under the age of 25 and pointed out the significant challenges related to retaining these young employees.

Additionally, Wojciech discussed EOSE's involvement in the V4V project, focusing on how volunteering in sport can boost employability for young people, with V4V tools helping to effectively showcase the skills acquired through their volunteering experiences, improving their attractiveness to future employers.

The forum provided an opportunity for meaningful exchanges on important issues facing sport for all, youth employment and volunteering within Europe's sport sector ●

EU Sport Forum 2025

📍 Kraków, Poland - 10th and 11th April 2025

EOSE representatives – Board Members, Kirstie Simpson and Mark Cutajar, and staff members, Aurélien Favre and Wojciech Waśniewski, attended the EU Sport Forum 2025 in Poland. The annual EU Sport Forum is the European Commission's flagship event, shaping the future of sport at the European level and is attended by hundreds of representatives of sport organisations, networks and institutions.

The Forum explored a diverse range of key topics, such as:

- The promotion of a European Sport Model
- The role of sport in education
- The role of sport in the context of EU enlargement
- Artificial Intelligence in sport
- The welfare of athletes.

EOSE President, Kirstie Simpson, joined the expert panel

discussion during the session "What is the role for sport in education?", which was moderated by Mark Cutajar (SportMalta) ●



APRIL

8th - 10th
REFS Full partner meeting
Copenhagen, Denmark

10th - 11th
EU Sport Forum
Kraków, Poland

25th
Sport Workforce Education & Development Council (Polish Ministry of Sport) meeting
Warsaw, Poland

30th
IN-FORMS partner meeting
Online

MAY

5th - 7th
STARS study visit and partner meeting
Athens, Greece

JUNE

3rd - 5th
GLDF4CleanSport partner meeting
Paris, France

4th
BeST partner meeting
Online

17th - 18th
EVGC partner meeting
Frankfurt, Germany

25th - 27th
TPDS partner meeting
Malmö, Sweden

26th - 27th
EOSE Executive Board meeting
Rome, Italy

"Beyond Boundaries: Championing Diversity in Rugby Leadership" Rugby Africa webinar

📍 Online - 28th August 2025



EOSE supported Rugby Africa with the delivery of a webinar on inclusion in rugby leadership for participants who were from across the continent of Africa working in a range of roles in rugby. Ben Gittus, EOSE Director of Standards, chaired the event. The programme included presentations from Janie Frampton OBE DL (on leading while underestimated and breaking barriers), Dr Tom

Webb (on the role of research in championing diversity and recruitment and retention of female sport officials), Maha Zaoui (on her journey to becoming General Manager of Rugby Africa), Paulina Lanco (on Rugby Africa's women's rugby journey) and Kate Hannon (on the power of global networks and the Women's Sport Collective).

EOSE was pleased to help facilitate the webinar and look forward to further opportunities to collaborate with Rugby Africa ●

4th Forum on Vocational Excellence

📍 Kolding, Denmark - 8th, 9th, 10th September 2025



On 8th to 11th of September, over 350 representatives of Centres of Vocational Excellence (CoVEs) from across Europe, including STARS project, gathered in the Danish city of Kolding to discuss developments and good practices in vocational education and training (VET).

At a workshop of European VET experts, Geoff Carroll,

EOSE's Director of Skills Development, shared the methodology and first findings from the online STARS Training Needs Analysis (TNA) which attracted 1 359 responses.

Notably, 67% of survey respondents agreed that there is a shortage of qualified people with the right skills in the sport sector, and 42% reported that they face difficulties with

recruitment 'very often'. 69% agreed that there is a gap between skills taught in education programmes and the practical skills the sport sector needs, and 60% agreed that it is difficult to find high quality training to bridge this gap.

Geoff also reported that the TNA survey revealed the key training priorities which the respondents identified for technical and 'soft' skills for a variety of roles.

This detailed training needs analysis will be highly valuable to the 'learning pills' (short training packages) which will be one of the many key outputs from the STARS project to address identified skills gaps ●

Members' Capacity Building Workshop on "EU Funding Opportunities for Sport"

📍 **Online** - 16th September 2025



On the 16th of September 2025, EOSE hosted its latest Member Capacity Building Workshop, focused

on "EU Funding Opportunities for Sport".

The online session brought together 30 participants from 21 member organisations across Europe and was delivered by Aurélien Favre (Executive Director) and Wojciech Waśniewski (Projects & Research Coordinator).

Members explored the funding landscape - spanning

Erasmus+, Horizon Europe, EU4Health, ESF+, Interreg and LIFE - and shared examples of successful sport-related initiatives which could spark future applications. Discussions also covered potential collaboration opportunities, as well as the benefits, realities and best practice of EU funding, from building strong partnerships to making the most of opportunities at national level ●

National and EU roundtable workshops on sport employment

📍 **Multiple locations** - May - October 2025



A wide range of organisations from the sport sector gathered for eight national and international roundtable discussions, looking at findings of the IN-FORMS Research

Report and commenting on the proposed recommendations that are being turned into policy recommendation papers. The meetings took place in Albania, Belgium,

France, Greece, Luxembourg, Netherlands, Poland and Sweden. Final roundtables will take place soon in Portugal and Romania.

EOSE hosted an international roundtable for EU and international sport networks as well as European and international sport federations. EOSE staff members also supported the Sport University of Tirana, IN-FORMS partner from Albania, in the delivery of their roundtable which included Mr Endrit Hoxha, the Deputy Minister for Sports ●

JULY

3rd - 4th
PVGW2.0 partner meeting
Dublin, Ireland

14th
EASM Employability Working Group meeting
Online

15th
REFS partner meeting
Online

AUGUST

26th
GLDF4CleanSport partner meeting
Online

28th
Rugby Africa webinar: Beyond Boundaries
Online

SEPTEMBER

8th
EVGC partner meeting
Online

8th - 10th
VET Forum
Kolding, Denmark

16th
EOSE Members' Capacity Building Workshop
Online

22nd
National roundtable on sport employment
Tirana, Albania / Online

24th
STARS partner meeting
Leipzig, Germany

MOVE Congress

📍 Copenhagen, Denmark - 29th, 30th, 31st October 2025



Kirstie Simpson, EOSE the grassroots sport and movement can strengthen President, attended the 12th physical activity movement. communities and individuals. edition of the MOVE Congress organised by the International Sport and Culture Association (ISCA) in Copenhagen (Denmark), joining almost 900 participants from 62 countries and 210 organisations from

As a key event in the sport sector calendar, the MOVE Congress brought together experts from sport, health, urban planning, education and social inclusion to explore the many ways that

Kirstie moderated the panel session on Physically Active Learning which advanced the concept of integrating movement as an essential teaching method for the 21st century ●

OCTOBER

Sport Info Day

📍 Brussels, Belgium - 11th December 2025



The annual Erasmus+ Sport Info Day once again marked a key moment in the December calendar.

The event provided updates on EU sport policy priorities, the latest Erasmus+ Sport calls for proposals, KA1 mobility opportunities for sport staff, and practical guidance on applications, funding mechanisms and selection procedures. Participants also gained early insights from the public consultation on A Strategic Vision for

Sport in Europe and the future of the European Sport Model.

As a strong supporter of Erasmus+ Sport, EOSE closely follows these developments. Executive Director, Aurélien Favre, attended the event, using the opportunity to exchange with EOSE members, partners, and key contacts, and to stay informed about upcoming priorities shaping sport, employment, and skills across Europe ●

1st

European Workshop on Sport Employment
Online

8th - 10th

IN-FORMS partner meeting
La Rochelle, France

13th - 14th

REACH partner meeting
Poitiers, France

28th

EOSE Executive Board meeting
Online

29th - 30th

REFS partner meeting
Paris, France

29th - 31st

MOVE Congress by ISCA & DGI
Copenhagen, Denmark



NOVEMBER

6th

"Safety, Well-being, and Improvement of the Organisation and Functioning of the Sports Ecosystem"
Greece / Online

15th

General Assembly of the French National Olympic Academy (ANOC)
Paris, France

17th

EOSE General Assembly
Malta

18th - 19th

EOSE Members' Seminar
Malta

19th

EOSE Executive Board meeting
Malta



DECEMBER

3rd

Skills4Change icebreaker meeting
Online

4th - 5th

PVGW 2.0 Final Conference
Bucharest, Romania

11th

Erasmus+ Sport Info Day 2026
Brussels, Belgium

Shaping the Future of European Sport

📍 Brussels, Belgium - 12th December 2025



EOSE was represented by its Executive Director, Aurélien Favre, at the conference "Shaping the Future of European Sport", organised by the

European Association of Sport Employers (EASE) and hosted at the Permanent Representation of Portugal to the EU in Brussels.

The event gathered European sport stakeholders to discuss the future of sport governance, with a particular focus on revitalising European social dialogue in the sport sector and on the importance of continued EU support for grassroots sport in the next Multiannual Financial Framework ●

MALTA
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EUROPEAN OBSERVATOIRE
OF SKILLS AND EMPLOYMENT



 **SPORTMALTA**



EOSE General Assembly and Members' Seminar 2025

📍 Malta - 17th, 18th and 19th November 2025

From the 17th to the 19th of November 2025, EOSE members gathered in Malta for the Annual General Assembly (GA) and Members' Seminar. This event, restricted to EOSE members, gathered 49 participants from 25 countries – the largest and broadest attendance in EOSE history - and was hosted by our long-standing member, SportMalta. It was encouraging to see many representatives who had attended these events in the past and to welcome some new faces.

EOSE GENERAL ASSEMBLY 2025

» OPENING REMARKS AND PRESENTATIONS

Following welcoming remarks from **Mark Cutajar**, Chief Executive Officer at SportMalta, the General Assembly was opened by EOSE President **Kirstie Simpson**. This was followed by a video message from **Glenn Micallef**, EU Commissioner for Intergenerational Fairness, Youth, Culture & Sport, who congratulated EOSE on its contributions to the sport sector over 23 years of operation and outlined some of the key EU objectives for sport over the coming years. Members then received a presentation from **Lydia Abela**, President of Special Olympics Malta who

highlighted her organisation's work in ensuring year-round sports training and competition for children and adults with intellectual disabilities.

The GA then received further presentations from **Rose Marie Mercieca** (Director of Corporate Services, Sport-Malta), **Claudio Azzopardi** (Operations Manager, Aquatics Sports Association) and **Christabel D'Amato** (Sport Director, Special Olympics Malta) who provided an overview of the country, the work of SportMalta and its links with EOSE and recent sport and physical activity initiatives in the country with a particular emphasis on the #BeActive campaign and inclusion.

Fábio Jorge da Silva (Senior Policy Officer, Portuguese Institute of Sport and Youth, IPDJ) gave a brief overview of the EU, its history and values in relation to sport. He then introduced some key developments in EU policy regarding sport which included the Work Plan for Sport (2024-2027), the Commission's communication on the planned Strategic Vision for Sport, the European Parliament's Resolutions on Sport Policy and the European Sport Model which was under review, all of which would lead to a new Work Plan and the final adoption of the EU budget (2028-2032).



Since 2002 the European Observatory of Sport and Employment has coordinated and participated in more than 60 EU-funded projects — from inspiring the next generation of sport officials in Europe to innovating employment in sport to improve the recruitment and retention of skilled workers. These are projects contributing to a better European sport ecosystem, a stronger economy, and a healthier society."

"We need training that is targeted and aligned with the needs of the sector, so that people are equipped with the skills to take the industry to the next level, and we can retain our skilled workforce in Europe."

*Glenn Micallef
Commissioner for Intergenerational
Fairness, Youth, Culture and Sport
European Commission*

**WATCH
THE VIDEO**





» MEMBERSHIP

Aurélien then gave an update on the current membership highlighting continued growth. The network now consists of 38 member organisations based in 31 countries (25 of which are in the EU), including one new member, the Norwegian School of Sport Sciences (NIH). EOSE is also progressing on identifying members in the remaining EU27 countries (Finland, Slovakia) to have full coverage.

» ACTIVITY REPORT

Members then received presentations from EOSE directors on a sample of activities 2024/2025 illustrating achievements in Research, Development, Delivery, High Level Events, Capacity Building and Dissemination covered in more detail in other sections of this Activity Report.

» FINANCE

The official business continued with a financial report from Aurélien and **Abel Santos**, EOSE Treasurer, which confirmed a healthy situation for the organisation and a positive forecast for 2025/2026. During this item, Aurélien highlighted some realities including strong

dependency on EU funding, increasing competition, and limited human resources to implement the large work programme needed to generate the income 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 three Board members, **Simone Digennaro** (University of Cassino and Southern Lazio, Italy), **Abel Santos** (ESDRM, Santarém Polytechnic University, Portugal) and **Mark Cutajar** (Sport-Malta) whose mandates were coming to an end.

EOSE MEMBERS' SEMINAR 2025

» SHAPING THE ROLE OF EOSE MEMBERS

The first session of the Members' Seminar gave the members an opportunity to explore and define what it means to be an EOSE member. Working in seven groups, members

used Lego to create models of their perceptions of EOSE, its features and how they would like it to develop further.

Some powerful common themes emerged from this exercise, including: the uniqueness of EOSE and its significance as a source of knowledge in the sector; the concept of EOSE as a bridge between members and also between members and other partners and stakeholders; members being the 'eyes' of EOSE in each country; the desire for more connections between members and opportunities to share good practices; the diversity of the membership and the different needs of members according to their status and national context; EOSE's role, not just in implementing EU sport policy but also influencing its development.

» SPORT EMPLOYMENT STATISTICS

Members then received a presentation from the three EOSE directors, led by Geoff Carroll (Director of Skills Development), which combined EOSE's analysis of the latest sport employment statistics for 2024 and some findings from a 2025 IN-FORMS

survey of sport organisations across Europe on employment challenges. Those findings can be found in other sections of this Annual Report.

Interactive polls and group discussions provided ample opportunity for members to debate the findings and discuss the trends, possible reasons, and potential actions resulting from the data analysis. Distribution maps also showed very sharp national and regional differences, particularly between countries in northern Europe and those in the south and east. Members concluded that, despite geographical differences, much more work must be done across the EU to make sport employment more stable in order to promote the professionalisation of the sector and that policy interventions are necessary to give sport employers more support in this vital area.

» THE SOCIETAL IMPACT OF EOSE'S WORK IN SPORT

Members turned their attention to the social impact of EOSE's work and how this could be measured. The session began with an introduction by Aurélien which highlighted examples of EOSE's important work but noted that

it had never been possible to identify its real impact on society. He concluded that the focus must shift from outputs to outcomes.

EOSE's Past President, **Thierry Zintz**, then presented a case study on measuring the social return on investment (SROI) which had been carried out in the Belgian region of Wallonia-Brussels. Thierry explained that SROI is a framework for understanding and measuring the non-market economic, social and environmental value created by an activity, organisation or intervention and that it is a technique gaining acceptance amongst social policy makers. Using a variety of indicators applied in the Belgian case study, the SROI model found that the overall social value generated by sport for all in Wallonia-Brussels in 2019 was €2.04bn and that the SROI ratio for the was 1.21, meaning that for every €1 invested (including financial and non-financial inputs), €1.21 worth of social impact was created for individuals and society in areas such as health, subjective well-being, social capital and volunteer productivity.

Following this stimulating presentation, members divided into groups to discuss

the potential impact of EOSE's activities and what tools or instruments could be used to measure and highlight outcomes and impacts. The group discussions concluded that outcomes and impacts could be measured, but indicators and measurement techniques must be valid and convincing and clearly identified when projects or activities are planned.

» EOSE MEMBERS IN ACTION

In the final session of Day 2, the seminar received presentations from five members on their organisations' recent initiatives and innovations.

During the session, **Rose Marie Mercieca** outlined a joint mobility initiative between SportMalta and Portuguese partners EDSRM Santarem and IPDJ, through which Maltese sport managers explored leading institutions to identify transferable practices in sustainability, community engagement, athlete support and governance. **Elizabeth Lewis** followed with a case study on Cardiff Metropolitan University's (CMU) collaboration with the UK's Chartered Institute for the Management of Sport and Physical Activity



(CIMSPA), highlighting how aligning higher education programmes with professional standards strengthens student employability and how CMU's Knowledge Transfer Partnership supports CIMSPA with comprehensive workforce and labour-market intelligence. **Vilma Cingiene** then introduced Mykolas Romeris University's Erasmus Blended Intensive Programme, which brought together universities from across Europe and 46 students to examine how public-private partnerships can drive responsible and sustainable physical activity participation. **Sylvie Fermaut** and **Arne Cosyns** presented Sportwerk Vlaanderen's subsidised model that enables qualified professionals to access flexible, well-paid roles while offering Flemish sport employers tailored HR support. Concluding the panel, **Arben Kaçurri** described how the Sports University of Tirana, building on the IN-FORMS project and working with EOSE, is advising the Albanian government on employment, policy and the development of a

national sport strategy as part of its EU accession efforts.

» FROM IDEAS TO ACTION

The final day focused on forward planning, with members sharing early-stage ideas inspired by the 2025 Members' Capacity Building Workshop and recent one-to-one meetings. A series of broad themes and specific ideas for potential were discussed, within the areas of sport facility development, workforce and skills, professional standards, health-related physical activity, volunteer support, youth development and labour-market intelligence. Members were invited to give feedback to the presenters and indicate their interest in taking these potential projects forward.

» ACHIEVING VOCATIONAL EXCELLENCE IN SPORTS

Ben Gittus, EOSE Director of Standards, then presented a case study on the STARS project which aims to establish a European Centre of Vocational Excellence (CoVE) in sport and

in which EOSE is a key partner. One of EOSE's main roles in the project was an online training needs analysis survey of sport organisations in France, Germany, Greece and Spain which is now complete with EU and national reports to be published in 2026. Ben presented some of the main survey findings and explained that one of the key outputs from STARS would be the establishment of a Large-Scale Skills Partnership in Sport.

» USING EOSE RESEARCH DATA

The final session focused on how the findings from EOSE's research could be more widely disseminated through academic publications in scientific journals. Various examples of how this had already been done in areas such as sport volunteering, sport employment and female sport officials were offered to members, and everyone was encouraged to think about how they could develop similar articles in the future ●



Participating in the EOSE General Assembly & Members' Seminar in Malta for the first time was an extremely valuable and enriching experience. The event provided an excellent platform to engage with new organisations and professionals, initiate concrete discussions on future collaborations, and gain a much deeper insight into EOSE's vision, principles, and strategic priorities. In addition, the highly professional structure and efficient management of the meetings ensured productive, focused, and outcome-oriented discussions. The open exchange of views on upcoming initiatives under the EOSE umbrella clearly demonstrated EOSE's strong coordinating role and its growing impact within the European sport and skills ecosystem."

Assoc. Prof. Umit Yildirim, International Relations Office Coordinator, Bayburt University

"All the feedback we have gathered shows the 2025 General Assembly and Members' Seminar was a great success. With 49 representatives from 25 countries, this was the biggest and broadest ever. The three days of constructive debate and shared learning emphasised EOSE's growing strength and our members' commitment to advancing and modernising the sport sector across Europe.

I would like to sincerely thank SportMalta for their amazing hospitality and all participants for their engagement, expertise and continued faith in EOSE. Your active involvement plays a crucial role in driving our collective progress and shaping the future of EOSE. "

Aurélien Favre, EOSE Executive Director



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.

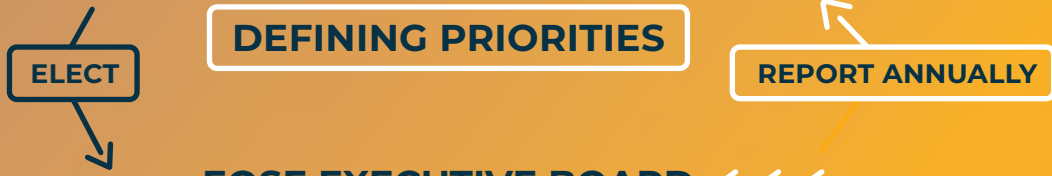
The structure of the organisation, summarised through the diagram on page 77, has been designed to ensure the most efficient functioning and strategic lead of internal/external activities and responsibilities.

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** 2025



GENERAL ASSEMBLY = ALL EOSE MEMBERS

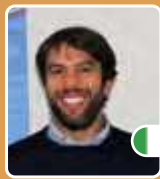


EOSE EXECUTIVE BOARD <<<

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



EUROPEAN SPORT SECTOR

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

INDIVIDUAL MEMBERS:

Kilian Fisher (Ireland) | Mairit Pellinen (Finland) | Regina Roschmann (Germany) | Thierry Zintz (Belgium)



EOSE Executive Board Meetings

Ensuring the Leadership and Strategic Development of the Organisation

Four Executive Board meetings (two online and two face-to-face) were organised during 2025, which gathered Board Members, Advisers and the EOSE Executive Director.

📍 **Online** - 21st March 2025

📍 **Online** - 28th October 2025

📍 **Rome (Italy)** - 26th and 27th June 2025

📍 **Malta** - 19th November 2025

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 and 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 on the state of achievement of the work undertaken by EOSE and being reactive to manage any obstacles and difficulties.

» Becoming a Member



EOSE MEMBERS ARE MADE UP OF:



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.

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

» Becoming a Work Partner

EOSE IS WORKING TO PROVIDE A RANGE OF SERVICES AND ACTIVITIES LINKED TO OUR LONGSTANDING AND RECOGNISED EXPERTISE.

We are providing services, running activities and projects with and on behalf of partner organisations. If you think your organisation can benefit from EOSE's expertise – let's exchange and explore together how we could collaborate.

» Contact Us



BY EMAIL

eosesec@eose.org

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

ZOOM+
+ ON +



» EOSE's Communication Channels and Tools

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



WEBSITE

www.eose.org

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

KEY FIGURES: In 2025, **47,000 pages** pages have been viewed by over **35,000 unique visitors** (+48%).



LINKEDIN

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.

KEY FIGURES: **1,245 followers** (+20%) on LinkedIn in 2025.



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 2025 to an audience of over 1,300 subscribers (average open rate of 46%).



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 >>

» Testimonials

FROM PARTNERS



“WADA has had the pleasure of collaborating with EOSE to advance the professionalization of anti-doping work, so that, in time it becomes a recognized occupation with clear career paths and opportunities. The EOSE team provided valuable expertise to support WADA to advance its work in this area through its Global Learning and Development Framework (GLDF), including in 2025, completing a series of activities as part of our collective EU funded Erasmus+ project – GLDF4CleanSport – together with our partners from the anti-doping community. Anti-Doping is a specialized field, one that requires not only a passion for sport but the knowledge, skills, competencies, and expertise to ensure that clean sport is protected. We are sincerely grateful to EOSE for their contribution and support to WADA’s mission and look forward to continuing our collaboration in the future.”

Amanda Hudson, Director of Education, 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 Bonnegent, 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 Sportwerk, we see our EOSE membership first and foremost as a space for meaningful exchange. The greatest added value lies in sharing our own data, insights and field stories, while at the same time learning how other countries are tackling similar challenges in sport employment and HR. That comparative European perspective is essential to sharpen our own policy work and strategic choices. The sport sector still has a long way to go when it comes to sustainable employment structures, professional HR frameworks and long-term workforce development. These challenges are too complex to address in isolation. EOSE offers a platform where organisations can bundle knowledge, align insights and build collective strength. By working together at European level, we increase our impact and hope to accelerate the professionalisation of the sport labour market — nationally and beyond.”

Sylvie Fermaut, Managing Director, Sportwerk, Belgium



“ 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 LASE 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, Deputy Rector of Sports University of Tirana



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

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



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