



Innovative Forms of Employment in Sport

A background image of a tennis court. In the foreground, the back of a person wearing a white long-sleeved shirt and a blue cap is visible. In the background, another person is playing tennis on a green court. The image is partially obscured by large orange and dark blue geometric shapes, including a large orange diagonal bar and a dark blue arrow pointing right.

BUILDING A MORE PROFESSIONAL SPORT WORKFORCE

NEW APPROACHES TO SPORT EMPLOYMENT

Policy Recommendation Paper

BUILDING A MORE PROFESSIONAL SPORT WORKFORCE NEW APPROACHES TO SPORT EMPLOYMENT IN-FORMS POLICY RECOMMENDATION PAPER

IN-FORMS – Improving employability in sport through investigating, promoting and supporting innovative forms of employment in Europe

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TABLE OF CONTENTS

»	1 - PURPOSE OF THIS POLICY PAPER	5
»	2 - THE NATURE OF THE CHALLENGE	8
	2.1 The overall policy context - professionalising the sport workforce through better employment	9
	2.2 Evidence: The realities of recruitment and retention	10
	2.3 Evidence: The precarious nature of sport employment	11
	2.4 Evidence: The atypical characteristics of the sport workforce	11
»	3 - POTENTIAL SOLUTIONS	12
	3.1 Evidence: Better employment practices	13
	3.2 Evidence: New approaches to sport employment	14
	3.3 Overcoming obstacles to new thinking	16
»	4 - RECOMMENDATIONS FOR STAKEHOLDERS IN SPORT	17
	4.1 EU Institutions	18
	4.2 International Sport Federations and Employer Associations	18
	4.3 National and Regional Government Sport Ministries and Agencies	19
	4.4 National and Regional Sport Federations, Olympic Committees, Employer Groups and Municipalities	20
	4.5 Trade Unions and other employee representatives bodies	21
	4.6 Sports Clubs and other Sport and Physical Activity Organisations	21
	4.7 Education and Training Providers	21
»	5 - THE POTENTIAL POSITIVE IMPACTS OF POLICY IMPLEMENTATION	22
»	ANNEX 1: ADVANTAGES AND RISKS OF NEW APPROACHES TO SPORT EMPLOYMENT	24

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1

PURPOSE OF THIS POLICY PAPER

Sport policy recommendations can play an important role in stimulating positive change and achieving better outcomes for the millions of European citizens who participate in sport and physical activity every day.

One pressing challenge facing European sport is the transition from a mainly volunteer workforce to one which is professionally employed, experienced and highly skilled. However, in many countries sport organisations struggle to recruit appropriately qualified staff or create the conditions for sustainable stable employment which can make best use of the expertise available to them. At the same time, the majority of sport organisations are small, poorly resourced and lack information and guidance to find creative solutions on their own. This mismatch creates heightened pressure particularly on critical frontline jobs such as coaches, trainers and instructors, and middle managers.

This paper summarises the main findings and recommendations from **IN-FORMS**, a three-year Erasmus+ sport transnational project with 12 partners covering employers' organisations, sport federations, a government ministry, research institutes and universities in 10 countries which examined the challenges of recruiting and retaining paid staff in European sport, and the potential of new employment approaches to address these challenges.

The IN-FORMS partners sincerely hope that stakeholders in sport at all levels will consider these findings and explore further how they can improve and innovate sport employment in order to promote the continuing professionalisation of the sector.

Potential solutions include:

- > Giving sport employers a more informed understanding of employment and the options available to them,
- > Improving current employment practices through, for example, better working conditions, work-life balance and career development pathways,

But also:

- > Introducing new approaches to employing skilled workers which provide sport organisations with the flexibility they need while giving staff greater stability, social protections and the potential to improve their incomes.

IN-FORMS will also produce some practical support to the sector in the form of roadmaps, a digital tool and a hub of employment experts across Europe to assist the sector to evaluate and implement these new approaches. These will be available in late 2026 and our recommendations include encouraging stakeholders to disseminate them widely and make use of them as appropriate.

Section 4 in this paper also includes specific recommendations on how the following stakeholders can progress professionalisation of the workforce:

- > EU Directorate-General for Education, Youth, Sport and Culture (DG EAC)
- > International sport federations and employer associations
- > National and regional government sport ministries and agencies
- > National and regional sport federations, Olympic committees, employer groups and municipalities
- > Trade unions and other employee representative bodies
- > Sport clubs and other sport and physical activity organisations
- > Education and training providers.

The paper acknowledges that there are obstacles which stakeholders may face in making these solutions a reality, but it argues that these can be overcome by social dialogue which takes full account of the perspectives of governments, employers and employees, wide dissemination and guidance and, most of all, encouraging all parties to 'think out of the box' in addressing their specific problems and use the practical support tools when they are ready.





2 THE NATURE OF THE CHALLENGE

> 2.1 THE OVERALL POLICY CONTEXT – PROFESSIONALISING THE SPORT WORKFORCE THROUGH BETTER EMPLOYMENT

In its **White Paper for Sport (2007)** the European Commission officially recognised the role of sport as a growing social and economic phenomenon which makes an important contribution to the EU's strategic objectives of solidarity and prosperity. It highlighted the contributions which sport can make to:

- > Public health
- > Education and training
- > Social inclusion, integration and equal opportunities
- > The fight against racism and violence
- > Promoting European values to the rest of the world
- > Economic development, growth and job creation
- > Sustainable development

The White Paper also emphasised the importance of **evidence-based sport policies** (which this paper will address) and **structured dialogue** (which this paper is seeking to promote).

Five EU workplans for sport have followed. The **2024-2027 Action Plan for Sport** emphasises the socio-economic and environmental dimensions of sport alongside its traditional cultural and health roles. Key priorities include innovation and digitalisation, the promotion of green practices, social inclusion, gender equality, and building resilience. The agenda recognises sport not only as a recreational and health-promoting activity but also as an important economic sector with a huge potential for growth.

The **EU's Employment and Social Policy** has key priorities which include:

- > **Improving equal opportunities and access to the labour market**
- > **Promoting quality jobs**
- > **Increasing labour force participation**
- > **Addressing skills and labour shortages**
- > **Strengthening social dialogue**
- > **Tackling inequality, discrimination and social exclusion.**

Each of these aligns with the United Nations 2030 Sustainable Development **Goal 8: Decent work and economic growth**.

In terms of EU competitiveness, the Commission's **Union of Skills** emphasises that the EU needs skilled people to respond to new challenges. As job requirements change, many workers struggle to keep up, and businesses cannot find the right talent. These skills and labour gaps are hindering European competitiveness.

These growing policy demands and widening objectives create a clear need for a highly skilled, adaptable and, above all, **professional workforce**. Coaches, managers, trainers, and administrators must increasingly combine sport-specific expertise with broader skills in areas such as social inclusion, public health, sustainable development and digital literacy. Building such a workforce requires improving sport employment and creating a stable environment for long-term careers and continuing professional development whilst promoting greater social inclusion in the workforce itself.

> 2.2 EVIDENCE: THE REALITIES OF RECRUITMENT AND RETENTION

The IN-FORMS **Research Report into Employment Challenges and Innovative Forms of Employment in Sport** highlights many of the difficulties the sector faces. The report uses evidence drawn from desk research, an online survey of 2 264 sport organisations, interviews with 60 employees and employers and 10 national consultations. This revealed many realities which suggest sport employment is currently some distance from creating the right conditions to achieve the policy objectives above and create a smooth road to professionalisation.

For example, from the survey:

- > 62.6% of respondents who had attempted to recruit paid employees in the previous 12 months, reported experiencing difficulties.
- > 85.7% agreed that retaining skilled staff is a significant challenge for sport organisations.

> 2.3 EVIDENCE: THE PRECARIOUS NATURE OF SPORT EMPLOYMENT

Despite these challenges, the paid workforce has grown rapidly (32.3% from 2011-2023, more than four times the growth rate in the EU economy as a whole). **Analysing statistics supplied by Eurostat** (the EU's statistical agency), it is clear the sport workforce has some very unusual characteristics which suggest sport employment is precarious and unpredictable:

- > 47.4% of sport and fitness workers are on part-time contracts (compared to 18.9% in all employment sectors)
- > 36.4% were in fixed term (temporary) employment (compared to 13.1% in all sectors)
- > 31% were self-employed (compared to 13.1% in all sectors)

Furthermore, the IN-FORMS survey also suggested that undeclared work is also an issue:

- > 29.1% agreed with the statement: 'Many workers in the sport sector do not declare their earnings to the authorities'.

In this 'grey economy' undeclared workers have few protections against dismissal and receive none of the benefits of legal employment (sick pay, paid leave, pensions, unemployment benefits and the right to training) and is seen by the EU as a contributor to social exclusion.

These findings paint a picture of sport employment being far less stable than employment in other sectors and do not suggest an environment which will attract and retain a professional workforce. Indeed, from the survey:

- > 82.1% agreed that 'A lot of work in the sport sector is precarious and we need to find ways to make sport employment more stable.'
- > 69.4% agreed that 'Part-time and temporary jobs make it difficult for sport organisations to retain skilled staff.'

The survey results also showed an interesting dichotomy. Whereas 52.1% identified one of their main priorities as being 'flexibility in staffing based on organisational needs', 47.9% identified 'ability to retain skilled staff despite changing circumstances'. Finding solutions which attempt to balance these two competing priorities is explored in Section 3 below.

> 2.4 EVIDENCE: THE ATYPICAL CHARACTERISTICS OF THE SPORT WORKFORCE

Eurostat's data also show the workforce demographics also deviate from other sectors:

- > 29.1% of sport and fitness workers were aged 15-24 years (compared to 8.7% in all sectors)
- > Only 43.4% were female (compared to 46.7% in all sectors)

Worryingly, both the gender gap and the overrepresentation of young workers have been increasing since 2011.

The relatively very high percentage of young workers suggests sport is initially an attractive employment destination, but the sport sector is failing to retain them in a sustainable way as long-term professionals, and consequently the workforce is lacking the experience and maturity expected of a professional. Indeed, from the survey:

- > 72.8% of respondents that had issues with retention said that keeping workers under the age of 30 was a particular problem.
- > 43.5% agreed with the statement, 'Sport organisations would benefit from having older and more experienced staff' with only 16% disagreeing.

The relatively low percentage of females suggests sport is not building a gender inclusive workforce and fails to provide inspiring role models.

A separate **research report produced by the V4V project** revealed that:

- > Sport has the largest volunteer workforce of any European sector
- > Around 12 million European citizens engage in sport volunteering every year
- > They contribute about 97 million hours of unpaid work each month

The sport sector's reliance on volunteers was underlined by findings from the project's survey of 2 723 respondents where 92% said that 'sport organisations could not provide their services without volunteers.' Whilst we must respect the role of volunteers and acknowledge the benefits they bring to the sector and gain for themselves, for professionalisation to become a reality, there must be a managed transition to more paid employees.

3 POTENTIAL SOLUTIONS

3 POTENTIAL SOLUTIONS

This paper argues that traditional approaches to sport employment – often poorly managed, precarious, part-time, or temporary – are insufficient to support the sector’s evolution to a professional workforce. Better employment practices and new and innovative approaches to employment, such as employee sharing, platform work, intermittent permanent employment, and job sharing, may provide opportunities to address workforce shortages, expand legal employment, and increase flexibility for both employers and employees. These approaches can help sport organisations reduce costs, improve service provision, simplify administrative burdens and assist the sector to transition from its traditional reliance on volunteers. However, they must be accompanied by strong employment standards, clear regulations, and targeted skills development to ensure they enhance, rather than weaken, social protection and job quality.

> 3.1 EVIDENCE: BETTER EMPLOYMENT PRACTICES

From the evidence above, it is clear that sport employers are aware of the challenges they face, and many are already trying to address these through better human resource management. From the IN-FORMS survey, the following percentages of sport organisations reported that **they had used and would recommend** the following good practices:

	Recommendation rate	Usage
Providing education and training opportunities Comprehensive training and career development opportunities not only enhance staff skills and foster professional growth but also support long-term retention.	97.9%	69.2%
Improving working conditions – working environment and staff support Helps attract and retain talent while ensuring a safe, motivating, and supportive environment.	97.6%	55.8%
Creating internships / apprenticeship programmes Giving younger recruits the opportunity to experience the realities of working in sport and providing them with ongoing training, mentoring and support to retain their services.	97.2%	40.3%
Generally improving reputation as an employer to attract employees Employers introduce good human resource practices and make this known to potential recruits.	96.8%	44.4%
Promoting diversity and inclusion Ensures that all individuals, regardless of gender, background, or ability, can contribute to and benefit from the sector, broadening the talent pool and enhancing organisational performance and female role models.	96.2%	42.7%
Improving HR and recruitment processes Better and more efficient human resource management practices are more likely to attract and retain needed talent.	96.2%	33.3%
Implementing work/life balance initiatives Allows employees to manage personal and professional responsibilities, reducing burnout and increasing job satisfaction, especially for younger employees and those with families.	94.9%	52.7%

Each of these were seen to have benefits, and policy makers should take them into account and promote them as potential solutions to sport employers with appropriate guidance on their application.

3 POTENTIAL SOLUTIONS

> 3.2 NEW APPROACHES IN SPORT EMPLOYMENT

Introducing the good practices explored above will have some positive outcomes for the recruitment and retention of professional staff but they do not directly address the structural employment problems which lead to the high percentages of part-time and temporary posts in sport and the need to address gender and age imbalances. The IN-FORMS research, therefore, also tested the feasibility of applying some new approaches to employment identified by **Eurofound**, the EU agency which provides research and knowledge to promote better social, employment, and work-related policies. The IN-FORMS research aimed to discover if these new approaches to employment could assist the professionalisation of the sport workforce, find out if they were already being used in sport and what the advantages and risks may be in a sport environment.

The research and consultation identified that three of new approaches highlighted by Eurofound could provide some benefits in addressing the structural employment difficulties facing sport and one additional approach not listed by Eurofound. The survey of sport organisations found a number of sport employers who were already using these approaches and their level of recommendation was high or very high. The advantages and risks to both employers and employees were explored further through the interviews.

A full description of these is given in Annex 1.

> EMPLOYEE SHARING

- Share of users that would recommend: 76.8%
- Share of non-users that thought the approach might be helpful: 45.1%

Description: One organisation employs workers and then shares them across different organisations when they are needed, for a fee based on the number of hours worked.

Sport example: A sport federation (or employers' group) employs a pool of qualified coaches on a full-time permanent contract; any club in that federation can request a coach for specific sessions and pays a fee to the federation based on the number of hours the coach works for them.

Positive outcome: Can transition part-time employment, voluntary or undeclared work into permanent full-time contracts.



> PLATFORM WORK

- Share of users that would recommend: 75.9%
- Share of non-users that thought the approach might be helpful: 49.5%

Description: Skilled workers make themselves available on a digital platform, and employers can hire their services when they need them.

Sport example: Qualified fitness instructors put their profiles on a digital platform, and gyms can book their services for upcoming classes according to demand.

Positive outcome: More efficiently matches labour supply and demand; the younger, less experienced worker gets easy access to labour market which could lead to stable permanent employment.

> JOB SHARING

- Share of users that would recommend: 80.8%
- Share of non-users that thought the approach might be helpful: 37.0%

Description: Two or more members of staff share the responsibilities and duties of one full-time position.

Sport example: Two part-time people share a full-time receptionist's job at a leisure centre; one covers the mornings, the other covers the afternoons, so that reception can be covered throughout the day.

Positive outcome: Covers the duties of a full-time post but matches the needs of people with family responsibilities, in particular, women with children.

> INTERMITTENT PERMANENT EMPLOYMENT

- Share of users that would recommend: 83.9%
- Share of non-users that thought the approach might be helpful: 31.6%

Description: An organisation gives their staff member a permanent employment contract with an agreed number of hours to be worked over the year. The weekly / monthly working hours are irregular due to peaks in demand or seasonality. Despite the irregularity, staff member is paid a fixed monthly salary based on 1/12 of the total yearly working hours to ensure a stable monthly salary.

Sport example: A ski or tennis instructor is employed permanently with access to sick pay, holiday pay, pension contributions etc. but is required only to work 600 hours for their employer over the year. The employer will call them in when there is demand for classes. Each month throughout the year they receive a salary equal to 1/12 of the hours they work over the year. The instructor can work for other employers outside of the 600 hours.

Positive outcome: Can transform temporary jobs into permanent employment; more stability and flexibility for the worker.

3 POTENTIAL SOLUTIONS

> 3.3 OVERCOMING OBSTACLES TO NEW THINKING

Desk research, the survey, interviews and national roundtable consultations confirmed that these new approaches can bring positive benefits for sport organisations and different segments of the workforce. However, in the case of all of these new approaches, it was clear that levels of awareness in the sport sector are low and that sport organisations at all levels need much more information, guidance and support in terms of evaluating their own needs and selecting and managing implementation methods which maximise the benefits whilst reducing the potential risks.

Almost one half of survey respondents (47.8%) identified lack of knowledge about appropriate employment options creates a barrier to good employment practices and innovation. Almost as many identified legal restrictions (46.6%). 36.3% selected the need for more guidance and 33.8% felt new forms of employment were too complicated to implement or manage. All of these findings suggest:

- > The sport sector needs to be less traditional and more innovative in its approach to employment.
- > The sector needs more tailored information about the new employment approaches to encourage more creative thinking in addressing the professionalisation agenda.
- > Employers and employees require more expert guidance on how to use them in line with legal requirements.
- > Some new approaches, in particular platform work, may present greater risks to workers' protections, and these must be safeguarded.
- > In some countries, the legal framework/collective agreements need to be adjusted to allow these new approaches; this can be achieved through social dialogue.
- > In most countries, there is a lack of data on labour supply and demand, especially for specialist roles in the sport sector which hinders policy makers from identifying skills shortages, predicting emerging occupational demands, or designing targeted training and reskilling programmes.

Additionally, analysis also showed that some of these new approaches required new skill sets if they are to be applied successfully, in particular:

- > Employers need to develop greater expertise in employment practices in general so that they can make informed decisions.
- > Employers need to develop a greater capacity to manage staff remotely.
- > The worker needs to be able to manage own workload more autonomously.
- > The worker needs to market and promote their services more effectively.
- > Workers and employers need more digital skills.

A woman in a pink tank top and black leggings is climbing a grey rock wall with colorful holds. The gym has a high ceiling with exposed ductwork and fluorescent lights. In the background, another person is visible on a different climbing wall.

4 RECOMMENDATIONS FOR STAKEHOLDERS IN SPORT

4

RECOMMENDATIONS FOR STAKEHOLDERS IN SPORT

Stakeholders in the sport sector exist at different levels with different scopes of responsibility. In this section, we list some recommendations appropriate to different stakeholders for their consideration.

All stakeholders are encouraged to:

- > Make professional and sustainable employment a priority for sport organisations at all levels whilst respecting the role and contributions of volunteers.
- > Evaluate the potential of the listed employment good practices (section 3.1) and new approaches to sport employment (section 3.2) to support the professionalisation of the sector.
- > Access the roadmaps, digital tool and employment expert hub when they become available in late 2026 from the IN-FORMS website.

> 4.1 EU INSTITUTIONS

The EU **Directorate-General for Education, Youth, Sport and Culture (DG EAC)** should:

- > Establish an expert working group on professionalisation of the sport workforce in line with the EU's agenda for sport and how better employment practices and new approaches to sport employment can assist the sector's professionalisation.
- > This group should liaise with other relevant DGs, for example, Employment, Social Affairs and Inclusion (DG EMPL) to assess the compliance of the recommended new approaches to sport employment in section 3.2 with the EU employment framework and potential legal obstacles at member state level.
- > Provide a feasibility study on new approaches to sport employment for wide dissemination in the sector.

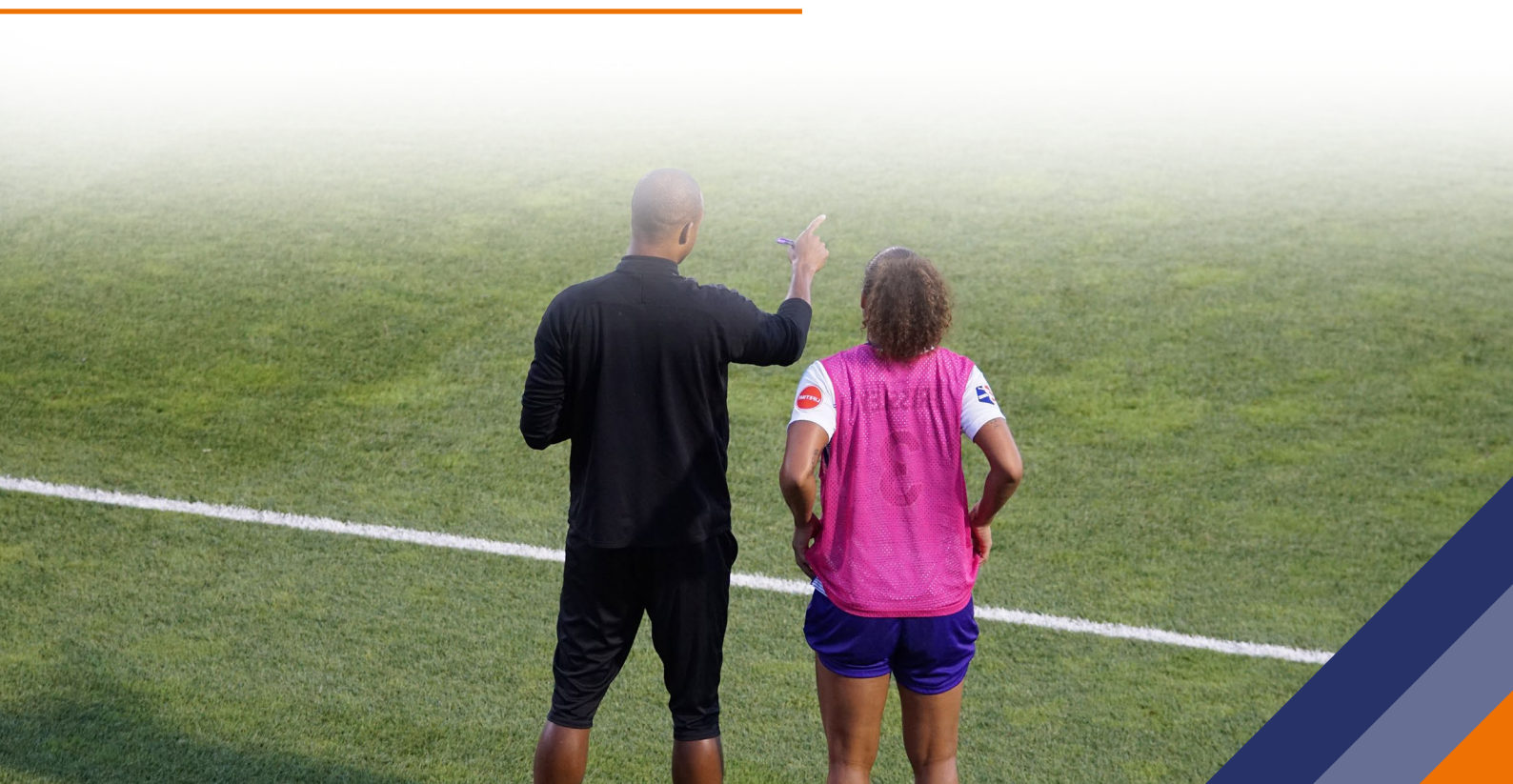
> 4.2 INTERNATIONAL SPORT FEDERATIONS AND EMPLOYER ASSOCIATIONS

International sport federations and employer associations such as the European Association of Sport Employers should:

- > Develop and issue information and guidance to their national federations and member groups on good employment practices identified in section 3.1.
- > Alert their national federations and member groups to the existence of the new approaches to sport employment listed in section 3.2 and suggest their potential to address recruitment and retention issues and more stable employment with appropriate reference to gender inclusion and the retention of young skilled workers.
- > Encourage national federations and national employer groups to carry out a mapping of their own needs in relation to recruitment, retention and professionalisation.
- > Disseminate information about the IN-FORMS roadmaps, digital tool and employment expert hub (ready in late 2026).

> 4.3 NATIONAL AND REGIONAL GOVERNMENT SPORT MINISTRIES AND AGENCIES

- > Ensure they have reliable data on their sport labour force and its characteristics.
- > Establish methods to collect data on the supply and demand for skilled labour in sport.
- > Evaluate the potential for better employment practices (3.1) and new approaches to sport employment (3.2) to improve the operation of their national sport labour markets and boost professionalisation of their sport labour force.
- > Work with parallel ministries responsible for employment to evaluate the new approaches in section 3.2 to identify potential legal obstacles and consider removing/amending these whilst giving careful consideration to workers' protections and social inclusion.
- > Facilitate social dialogue between sport employer stakeholders and trade unions on issues relating to sport employment and the new approaches in section 3.2.
- > Identify and amend national legislation to facilitate new approaches to sport employment and to ensure fair treatment of all employees, regardless of their form of employment.



> 4.4 NATIONAL/REGIONAL SPORT FEDERATIONS, OLYMPIC COMMITTEES, EMPLOYER GROUPS AND MUNICIPALITIES

- > Carry out a mapping of their own needs in relation to recruitment, retention, gender and age imbalances and the overall professionalisation agenda.
- > Access and provide expert information, advice and guidance on sport employment in general to their members consistent with national employment legislation and collective agreements.
- > Access and provide expert information, advice and guidance to their members on the good employment practices in 3.1 and the new approaches to sport employment in 3.2 through the IN-FORMS roadmaps, digital tool and employment expert hub.
- > Promote good governance in their member organisations to ensure good employment practices are followed.
- > Engage in social dialogue with trade unions and other employee representative bodies to reach agreement on whether and how new approaches to sport employment should be implemented.
- > Promote the use of job sharing as a method of attracting and retaining workers with family responsibilities, in particular women.
- > Promote the use intermittent permanent employment (in countries where this is possible) as a method of achieving a more stable workforce for seasonal jobs and meeting workers' needs for stability and predictable incomes, thus helping to retain younger workers.
- > Consider establishing their own arrangements for employee sharing, particularly for jobs where there are high levels of demand and significant levels of part-time jobs or undeclared labour in order to transition workers into full-time legal employment.
- > Consider establishing their own digital platforms so that their members can easily and quickly access qualified workers and enable the younger and less experienced to access the labour market.

> 4.5 TRADE UNIONS AND OTHER EMPLOYEE REPRESENTATIVE BODIES

- > Promote the good employment practices in section 3.1 to sport employers as a method of attracting and retaining skilled workers.
- > Evaluate the new approaches to sport employment in section 3.2 from the perspective of benefits and risks and mitigation methods for their members.
- > Engage in social dialogue with sport employer organisations to achieve agreement on whether and how new approaches to sport employment should be implemented.
- > As appropriate, access and provide expert information, advice and guidance to their members on the new approaches to sport employment agreed for implementation in their country.

> 4.6 SPORT CLUBS AND OTHER SPORT AND PHYSICAL ACTIVITY ORGANISATIONS

- > Map and report their own needs in relation to sport employment to their national federations or associations.
- > Evaluate the potential of the good employment practices listed in 3.1 and consider how they can implement them.
- > Adopt, where necessary, good governance principles to facilitate better employment practices.
- > Access expert information, advice and guidance on employment in the sport sector and improve their own recruitment and retention arrangements through the IN-FORMS roadmaps, digital tool and expert employment hub when they become available.
- > Talk to their national federations/associations about the potential of the new approaches to sport employment, in particular employee sharing and platform work where the initiative needs to take place at a higher level.
- > Provide greater employment stability for part-time and temporary staff through job sharing, intermittent permanent employment and lobbying their federations and associations for employee sharing schemes.

> 4.7 EDUCATION AND TRAINING PROVIDERS

- > Evaluate their own education and training offers to ensure that the drive for professionalisation in the sector and knowledge/skills in sport employment are appropriately addressed, including the good employment practices in section 3.1.
- > Carry out research with sport employers to see what continuing professional development programmes can be introduced to address current needs in relation to sport employment and new approaches, for example, remote management, self-management, personal marketing and relevant digital skills.



5

THE POTENTIAL POSITIVE IMPACTS OF POLICY IMPLEMENTATION

The implementation of this policy is expected to generate potential positive impacts:

- > **Sport and physical activity participants:** increased Social Return on Investment (SROI) through widening participation and more positive sporting and health outcomes through services delivered by skilled professional staff.
- > **Labour market outcomes:** better matching of labour supply and demand; easier access to skilled staff; improved recruitment and retention of staff, reduced undeclared work, and the creation of stable and higher quality jobs; opportunities to transition volunteers into paid employment.
- > **Social outcomes:** stronger social protection for workers, greater gender equality, and better opportunities for young people to remain in the sector and social inclusion for those previously in the 'grey economy'.
- > **Economic outcomes:** increased competitiveness of sport organisations and the wider sector, improved efficiency through digitalisation, and new opportunities for micro-entrepreneurship.
- > **Staff outcomes:** less precarious employment; improved working conditions; greater variety of experience; access to training and career development opportunities; more predictable incomes; more flexible employment to match lifestyle expectations.



ANNEX 1

ADVANTAGES AND RISKS OF NEW APPROACHES TO SPORT EMPLOYMENT

ADVANTAGES AND RISKS OF NEW APPROACHES TO SPORT EMPLOYMENT

EMPLOYEE SHARING

Sport example: A sport federation (or employers' group) employs a pool of qualified coaches on a full-time permanent contract; any club in that federation can request a coach for specific sessions and pays a fee to the federation based on the number of hours the coach works for them.

Positive outcome: Can transition part-time employment or undeclared work into permanent full-time contracts

Relevant jobs:

- > Coaches
- > Clerical/Admin
- > Middle managers
- > Outdoor leaders
- > Fitness instructors

Advantages:

- > Worker has benefits of permanent employment
- > The club has flexibility when demand fluctuates
- > Organisation has access to workers with guaranteed skills
- > The federation/employers' group takes care of employment admin
- > The organisation does not need to train the worker
- > Worker has broader experience from working in different settings

Risks:

- > Difficulties for the federation/ employers' group managing the worker remotely
- > Federation/employers' group has to continue to pay the worker even if demand falls
- > Potential conflict of interest if coaches are working for competing clubs
- > Worker may find it difficult to adjust to a variety of organisational cultures
- > Administration can be complex

ADVANTAGES AND RISKS OF NEW APPROACHES TO SPORT EMPLOYMENT

PLATFORM WORK

Sport example: Qualified fitness instructors put their profiles on a digital platform, and gyms can book their services for upcoming classes

Positive outcome: More efficiently matches labour supply and demand; the younger, less experienced worker gets easy access to labour market

Relevant jobs:

- > Coaches
- > Outdoor activity leaders
- > Middle management
- > Fitness instructors
- > Professional athletes
- > Operational staff

Advantages:

- > Organisations can quickly and easily find skilled workers needed
- > Organisations only use the worker when needed
- > Qualified workers with little experience get easier access to labour market
- > Flexibility may be attractive to some workers
- > Low administration burden for organisation

Risks:

- > Potential conflict of interest because worker may also work for competitor organisation
- > Additional cost of platform fee
- > Lower worker motivation
- > Less management control
- > Lack of team integration
- > Worker may remain self-employed and lack the full protections of permanent employment

ADVANTAGES AND RISKS OF NEW APPROACHES TO SPORT EMPLOYMENT

JOB SHARING

Sport example: Two part-time people share a full-time receptionist's job at a leisure centre; one covers the mornings, the other covers the afternoons, so that reception can be covered throughout the day

Positive outcome: Covers the duties of a full-time post but matches the needs of people with family responsibilities, in particular, women.

Relevant jobs:

- > Clerical and admin
- > Operational staff
- > Fitness instructors
- > Coaches
- > Middle management

Advantages:

- > Someone available to take full responsibility when other absent
- > Sharing of skills and experience between the workers
- > Good team integration
- > Recruitment attraction to fit with worker's personal circumstances
- > Retain skilled staff when personal circumstances change
- > Increased staff loyalty

Risks:

- > Potential conflict or competition between job sharers
- > More complex to administer
- > Communication and handover between skill sharers
- > Difficulty managing two people in same job
- > Worker may remain self-employed and lack the full protections of permanent employment

ADVANTAGES AND RISKS OF NEW APPROACHES TO SPORT EMPLOYMENT

INTERMITTENT PERMANENT EMPLOYMENT

Sport example: An outdoor activity instructor is employed permanently with access to sick pay, holiday pay, pension contributions etc. but is required only to work 600 hours for their employer over the year. The employer will call them in when there is demand for classes. Each month throughout the year they receive a salary equal to 1/12 of the hours they work over the year. The instructor can work for other employers outside of the 600 hours.

Positive outcome: Can transform temporary jobs into permanent employment; more stability and flexibility for the worker.

Relevant jobs:

- > Outdoor activity leaders
- > Clerical/ Admin
- > Operational staff
- > Coaches
- > Middle management

Advantages:

- > The organisation retains good and reliable staff
- > The organisation has a more stable workforce
- > Worker has all the advantages of permanent employment with some flexibility
- > The worker has a predictable income
- > Good team integration

Risks:

- > The organisation must pay the worker when demand and workload are low
- > Complex salary administration
- > Unattractive to some staff who prefer even greater flexibility
- > Difficult contract negotiations



INFORMS

Innovative Forms of Employment in Sport

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