

INFORMS

Innovative Forms of Employment in Sport



GUIDE TO USING INTERMITTENT PERMANENT CONTRACT IN SPORT

GUIDE TO USING INTERMITTENT PERMANENT CONTRACT IN SPORT

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

Project number: 101134383 (ERASMUS-SPORT-2023-SCP)
www.informs-sport.eu

Published 2026
By European Observatoire of Sport and Employment (EOSE)
82A, rue d'Ypres – 69004 Lyon – France
www.eose.org
eosesec@eose.org

Principal author: Fédération Nationale Profession Sport & Loisirs

Graphic design:
Salomé Milet – www.studio-helioscope.com
&
Fédération Nationale Profession Sport & Loisirs - www.profession-sport-loisirs.fr

Copyright © IN-FORMS, La Rochelle 2026



The reuse of this document is authorised under the Creative Commons Attribution 4.0 International (CC-BY 4.0) license.
<https://creativecommons.org/licenses/by/4.0/>



**Co-funded by
the European Union**

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.

TABLE OF CONTENTS

»	INTRODUCTION	4
»	INTERMITTENT PERMANENT CONTRACT	5
»	PART 1: GUIDE FOR EMPLOYERS	6
»	STEP-BY-STEP IMPLEMENTATION OF AN INTERMITTENT PERMANENT CONTRACT	7
	Step 1: Identify organisational needs	7
	Step 2: Define the role and positions	8
	Step 3: Ensure legal and regulatory compliance	9
	Step 4: Organise working time and annual workload	10
	Step 5: Define salary and employment conditions	11
	Step 6: Recruit and hire the employee	12
	Step 7: Monitor and adjust the arrangement over time	13
»	SHORT CASE STUDIES FROM THE SPORT SECTOR	14
»	PART 2: INFORMATION FOR EMPLOYEES	15

INTRODUCTION

The guide you are about to read presents the permanent intermittent contract, a flexible form of employment that combines long-term contractual stability with the ability to respond to occasional or fluctuating staffing needs in sports organizations.

It has been developed as part of the first European initiative focusing on new forms of employment in the sports sector and their potential to address challenges faced by employers.

This initiative is implemented through the [INFORMS](#) project, funded by the Erasmus+ Sport programme and running from January 2024 to December 2026.

The guide is designed as a **practical** and **accessible** step-by-step **guide**, aiming to help readers understand how this innovative form of employment operates in practice and how it can be implemented in real organisational settings. It focuses on operational decision-making, legal and regulatory considerations, and day-to-day implementation, rather than on abstract or purely theoretical concepts.

This guide is part of a series of three distinct guides, each addressing a different innovative form of employment relevant to the sports sector:

- > employee sharing
- > permanent intermittent contract
- > platform work

Sport employers and employees in Europe, these guides aim to provide you with a clear and accessible introduction to each employment model. By combining explanations, points to consider, and illustrative scenarios, the guides seek to support informed decision-making and to stimulate further reflection on how these forms of employment can be responsibly and effectively implemented in different sport sector contexts.

If you would like to explore these forms of employment in more depth, including the underlying theoretical concepts and further analysis, please refer to the [European research report on employment challenges and innovative forms of employment in sport](#).

INTERMITTENT PERMANENT CONTRACT


Intermittent permanent work is a long-term employment relationship that alternates periods when employees are formally working on their employer's assignments and periods when they are not. It is designed for permanent jobs subject to fluctuations in activity throughout the year (such as sport, tourism, or performing arts).

The working contract is defined through collective bargaining agreements or, where these are not in place, through alternative national legal or organisational arrangements. It enables the employee to remain contractually employed during inactive periods and may apply to both full-time and part-time positions.

Employees under this type of contract benefit from the same rights and protections as permanent employees. Their annual salary is calculated based on the total number of hours worked over the year and is then divided into twelve equal monthly payments, ensuring a consistent and stable monthly income. Therefore, the employee may receive a salary during periods of intermittence.

In a survey of 2 264 sport organisations which INFORMS carried out in 2024, we discovered permanent intermittent contracts were highly recommended by employers using it:

- > 22.9% of EU sports employers have used intermittent permanent contract
 - > 83.9% would recommend it to other employers of the sector
- > Intermittent permanent contract is mostly used for the following positions:
 - > Sport coaches: 59.5%
 - > Clerical and office staff: 18.2%
 - > Middle management (e.g.: lifeguard, attendants, stewards): 17.1%
 - > Outdoor activity leaders and animators: 17.1%



“The intermittent permanent contract has been in place for several years, and most of our coaches benefit from it. The club does not operate in July and August, so the continuous employment runs from September to June each year. We adopted intermittent permanent contracts because they offer great flexibility in scheduling. Coaches work only a few hours per week, often have other employers, and they allow the club to offer long-term contracts tailored to their specific working hours. We really have no choice but to offer it, as the club lacks the financial resources for standard permanent contracts.”

President of a French multi-sport club
on intermittent permanent contract

PART 1: GUIDE FOR EMPLOYERS

| The research revealed the following advantages of platform work and some important points to consider.

Advantages and points to consider for employers

ADVANTAGES

Long-term retention of qualified staff

Intermittent permanent work allows employers to retain skilled professionals over time, even when activity levels vary, reducing the loss of expertise between seasons

Reduced financial pressure of annual wage costs

The employer pays only for the total number of hours worked over the year. This annual salary is then spread over twelve months, allowing for stable monthly payments without increasing overall labour costs

Greater workforce stability throughout the year

By offering permanent contracts, organisations benefit from a stable and committed workforce rather than relying on repeated short-term or casual employment

Lower recruitment and onboarding costs

Reduced reliance on short-term contracts limits the need for frequent recruitment, training, and integration of new staff

POINTS TO CONSIDER

Careful management of work schedules

Employers must plan annualized hours precisely to match operational needs, avoiding both understaffing during peak periods and overstaffing during slower times.

Employers are also required to pay their staff during periods of inactivity, even in months when they do not work

Compliance with labour laws and collective bargaining agreements

Organisations must ensure that intermittent contracts meet all legal obligations regarding working hours, rest periods, and social protections. Otherwise, the contract could be reclassified by legal authorities, with potential consequences

Administrative complexity

Tracking and arranging intermittent work periods, calculating wages, and ensuring legal compliance can increase administrative workload compared to standard contracts

Limited suitability for urgent or very short-term needs

It is not appropriate when an employee is needed immediately for a very short assignment, as it cannot be used like a casual or temporary hire



STEP-BY-STEP IMPLEMENTATION OF INTERMITTENT PERMANENT CONTRACT

The following section presents the steps sports employers should follow to implement intermittent permanent work within their organisations. To make it more practical, we will use a fictional scenario in which a basketball club wants to use intermittent permanent work to recruit a coach.

STEP-BY-STEP GUIDE TO EMPLOYEE SHARING IMPLEMENTATION

- Step 1: Identify organisational needs
- Step 2: Define the role and positions
- Step 3: Ensure legal and regulatory compliance
- Step 4: Organise working time and annual workload
- Step 5: Define salary and employment conditions
- Step 6: Recruit and hire the employee
- Step 7: Monitor and adjust the arrangement over time

Scenario

Lukas is the president of a basketball club and wants to recruit a coach, under an intermittent permanent contract to cover training sessions during the peak season while maintaining flexibility in the off-peak months.

> Step 1: Identify organisational needs

First thing to consider: Analyze your organisation's yearly activity. You need to determine when your peak periods occur and when activity is low. The objective is to identify when staff are most needed and which roles are suitable for intermittent permanent work.

Scenario: Lukas's club organizes training courses and participates in tournaments throughout the sports season. Training courses run from September to November, with an off-peak period in December, and resume from January to June. The club is closed for summer vacation in July and August.

The club identifies two key roles: clerical office work (handling contact with players, federations, and daily club operations) and coaching (for training courses and tournaments). Coaching is considered a critical role during the regular season (especially during school holidays) but is less busy in December, July, and August.

STEP-BY-STEP IMPLEMENTATION OF INTERMITTENT PERMANENT CONTRACT

> Step 2: Define the role and positions

Once the organisation's activity peaks and low periods have been identified, the next step is to clearly define the roles needed within the organisation. This involves identifying the main tasks, responsibilities, and level of continuity required for each position.

The objective is to determine which roles require a stable presence throughout the year and which ones can accommodate periods of inactivity, making them suitable for intermittent permanent work.

Scenario: Based on the analysis of the club's activities, Lukas identifies two distinct roles within his basketball club:

- > **Clerical office work:** This role includes managing communication with players and federations, handling registrations, and overseeing the club's daily administrative operations. These tasks are required throughout the year, including during off-season periods. As the workload remains stable, this position is not suitable for intermittent permanent work and will be offered under a standard permanent contract.
- > **Coaching:** This role involves delivering training sessions and supervising teams during competitions and tournaments. The need for coaching staff is closely linked to the sports season and school calendars, with clear periods without activities (December, July, and August). Due to this seasonality, the coaching position is identified as suitable for an intermittent permanent contract.

The clerical position will be offered through a permanent contract and the coaching one through intermittent permanent work.

Please note: The yearly periods of intermittence should be sufficiently significant to justify this type of arrangement, taking into account applicable national regulations, including minimum paid leave entitlements.

STEP-BY-STEP IMPLEMENTATION OF INTERMITTENT PERMANENT CONTRACT

> Step 3: Ensure legal and regulatory compliance

Once peak periods and organisational needs have been identified and roles have been clearly defined, the employer must verify whether intermittent permanent work is a legally appropriate option. This step is essential, as the possibility to use an intermittent permanent contract depends on national labour law, applicable collective agreements, and sector-specific regulations.

Employers must ensure that intermittent permanent work is explicitly authorised within their legal framework and that all required conditions are met. This includes checking eligibility criteria, minimum periods of inactivity, rules on annualisation of working time, salary payments, paid leave, and social protection.

If you feel the need for support at this stage, you can contact the organization listed in the contact details section for guidance and support.

Scenario: After identifying coaching as a role suitable for intermittent permanent work, Lukas checks whether this type of contract is allowed in the sports sector under national labour law and the applicable collective agreement. He reviews the legal requirements related to periods of activity and intermittence, minimum rest periods, paid leave entitlements, and the annualisation of working time.

Seeking advice, Lukas contacts a support organization for guidance. With their support, he confirms that an intermittent permanent contract can be used for coaching positions if periods of inactivity are clearly defined and that the employee benefits from the same social protection as other permanent staff.

Lukas can now confidently move forward with an intermittent permanent contract for the coach position.

Please note: Step 3 is particularly important, as intermittent permanent work may not be legal in your country or may exist under a different legal form. Make sure to comply with the legal and regulatory framework of your country before moving forward with the next steps.



Legal check



STEP-BY-STEP IMPLEMENTATION OF INTERMITTENT PERMANENT CONTRACT

> Step 4: Organise working time and annual workload

It is time now for you to define the employee's working schedule over the year with more accuracy. More precisely, employers should determine the total annual hours needed for the identified intermittent permanent work position. The working contract gives the possibility to retain an employee in case of unexpected events such as additional competitions, extended seasons, or weather changes. But changes have to remain exceptional and justified and be framed by the applicable and legal collective bargaining rules. It is also important to adopt a transparent communication with your staff about it.

Scenario: Lukas prepares an annual work schedule for the coaching position, covering the period from September to June. The schedule includes weekly training sessions and participation in tournaments during the sports season. No regular activities are planned in December, July, and August, which are identified as periods of intermittence.

Based on this schedule, Lukas calculates that the coach will work approximately 15 hours per week over 40 weeks, representing 600 hours per year. He also estimates an additional 100 hours linked to tournaments and competitions, resulting in a total of 700 annual working hours.

Lukas also anticipates the possibility of organising a holiday training camp in July, which would normally fall within a period of intermittence. He notes the importance of discussing this option with the future coach and, if confirmed, of explicitly including this possibility in the employment contract, after verifying that it complies with the applicable collective agreement and labour law.

Please note: In his country, Lukas will be required to honour a minimum of 700 hours for the selected coach. However, in some countries, the legal and regulatory framework may allow him to exceed this number. In such cases, he would still need to inform the coach in advance, and any changes should remain exceptional to avoid potential legal or contractual issues. Refer to step 3 for any uncertainties.



Annual working schedule

STEP-BY-STEP IMPLEMENTATION OF INTERMITTENT PERMANENT CONTRACT

> Step 5: Define salary and employment conditions

After the role and total annual working hours have been defined, the employer must determine the salary and associated benefits. It is important to remember that, despite being intermittent, the contract remains a permanent one. Employers therefore have the same responsibilities as for any other permanent contract and must ensure that it includes all mandatory social protections and paid leave entitlements.

In the case of intermittent permanent work, **the salary is always calculated on the basis of the total annual working hours and then spread evenly over twelve months.**

Scenario: Lukas must determine the salary based on the 700 annual working hours identified for the coaching position. To keep things simple, we set the raw hourly rate at 15€. We assume that Lukas agrees on an hourly rate that reflects a qualified and experienced profile in the sports sector of our fictional scenario.

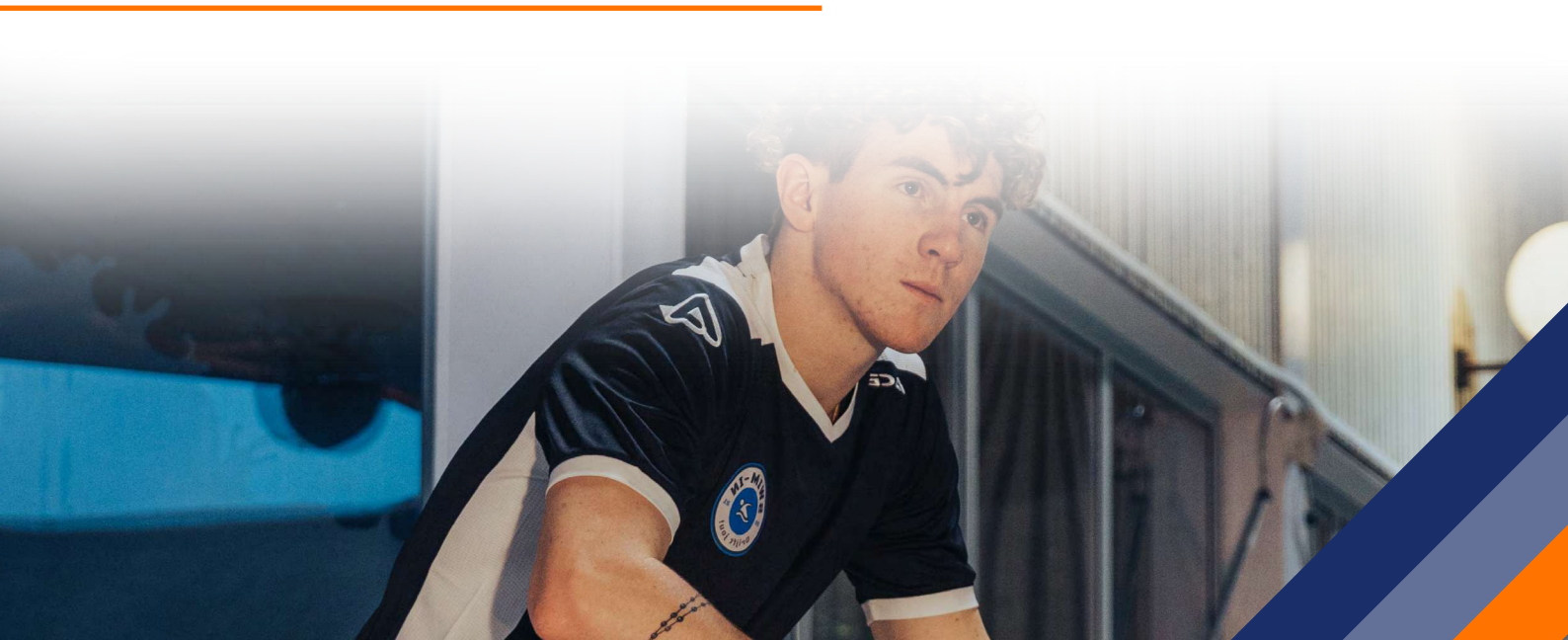
Lukas calculates that the coaching position represents a total annual cost of 10.500€ for the club. Despite three months of intermittence, the club spreads this annual cost over twelve equal monthly payments. As a result, the club will pay the coach 875€ per month, even during months when the coach does not actively work for the club.

Finally, as the coach is hired under an intermittent permanent contract, they benefit from full social protection, including social security contributions, paid leave, and seniority rights, in the same way as other permanent employees of the club.

Please note: Even during periods of inactivity, the employer remains responsible for paying the employee's monthly salary. It is therefore essential to ensure that the annual salary is compatible with the club's financial capacity and cash flow throughout the year.



Salary calculation table



STEP-BY-STEP IMPLEMENTATION OF INTERMITTENT PERMANENT CONTRACT

> Step 6: Recruit and hire the employee

Once the role, working schedule, and employment conditions have been clearly defined, the employer can proceed with recruitment. It is essential to communicate transparently about the intermittent permanent nature of the contract, including periods of activity and intermittence, the annual salary spread over twelve months, and other relevant details.

While some adjustments to the annual salary or working schedule may be necessary depending on the selected candidate, it is crucial that employers ensure candidates fully understand the specificities of intermittent permanent work and assess whether this type of contract matches their professional expectations and availability.

Scenario: Lukas publishes a job offer for the coaching position. The job description clearly states that this is an intermittent permanent contract, outlining the working period (September to June), the planned periods of intermittence (December, July, and August), the annual working hours, and the monthly salary.

Before selecting candidates for interviews, Lukas ensures that they have the necessary qualifications to work as basketball coaches.

Ana is one of the selected candidates. During the interview, Lukas explains to her how the intermittent permanent contract works, including the periods of activity and intermittence and the monthly salary for the position. He also mentions the possibility of a summer training camp, during which Ana may be required to work for two additional weeks if it takes place. The decision will be made in March, giving Ana enough time to organize her schedule regardless of whether the camp happens or not. Ana explains that she understands and that this does not bother her, as long as she is informed in advance. She also has the opportunity to ask questions about social protection and other benefits, which Lukas answers in order to clarify any doubts.

In the end, Ana is hired as the new basketball coach.



Job offer ready

STEP-BY-STEP IMPLEMENTATION OF INTERMITTENT PERMANENT CONTRACT

> Step 7: Monitor and stabilise the arrangement over time

Intermittent permanent work requires ongoing communication between the employer and the employee. Clear, transparent, and regular exchanges help ensure that working arrangements remain aligned with operational needs, legal requirements, and the employee's expectations.

If the previous steps have been followed correctly, this should help minimize the need for repeated or significant changes to the intermittent arrangements, reducing the risk of informal adjustments and ensuring compliance with legal requirements.

It is good practice, at the end of each year or season, to review the arrangement with your staff and, if necessary, amend the contract for the following year—even if the total number of hours does not change. This helps keep the contract up to date with the organisation's needs, the employee's expectations, and any changes that occurred during the year.

Scenario: At the end of the sports season, Lukas organises a meeting with Ana to review the first year of her intermittent permanent contract. Together, they discuss the distribution of working hours, the relevance of the periods of intermittence, and Ana's workload during peak periods.

They also review whether the initial annual schedule remains adapted to the club's needs. For example, if the number of tournaments has increased or if the summer training camp has become a recurring activity, Lukas considers adjusting the annual working hours for the following season.

Any agreed changes are formalised through an amendment to Ana's employment contract before the start of the new season. This ensures transparency, legal security, and a shared understanding of expectations for the year ahead.



Annual individual interview grid

SHORT CASE STUDIES FROM THE SPORT SECTOR

The following examples illustrate how permanent intermittent contract can be implemented in different sport sector contexts and for a variety of professional roles. While the organisational models may differ depending on national frameworks and local needs, these examples highlight the flexibility of employee sharing and its potential to support the professionalisation and sustainability of sport organisations.

Case study 1 — Seasonal swimming instructor

A swimming club operating mainly during the school year recruited an instructor under an intermittent permanent contract to adapt to fluctuations in activity. The instructor works intensively from September to June, when swimming lessons and competitions take place, while the club significantly reduces activities during the summer period. The annual salary is distributed evenly across twelve months, ensuring stable income throughout the year. This arrangement allows the club to retain a qualified instructor over several seasons while adapting staffing levels to operational needs.

Case study 2 — Outdoor activity leader in a mountain sport centre

A mountain sport centre offering skiing, hiking, and outdoor activities experiences strong seasonal variations linked to tourism periods and weather conditions. To avoid recruiting new staff every season, the organisation hires activity leaders under intermittent permanent contracts. Employees work mainly during winter and spring peak periods while remaining contractually employed during quieter months. This model provides greater employment stability for staff and helps the centre retain experienced professionals familiar with the local environment.

Case study 3 — Shared event coordinator for recurring competitions

A regional athletics organisation organises competitions and sport events throughout the year, with significant peaks during the competition season. To manage these fluctuations, the organisation recruited an event coordinator under an intermittent permanent contract. The employee works intensively during preparation and competition periods and has planned inactive periods during quieter months. This arrangement enables the organisation to maintain continuity and preserve organisational expertise without relying exclusively on short-term contracts.

Case study 4 — Fitness instructor in a municipal sport programme

A municipality running community fitness and sport programmes identified strong variations in participation depending on the school calendar and holiday periods. Instead of repeatedly recruiting temporary staff, the municipality hired a fitness instructor under an intermittent permanent contract. The instructor's workload increases during active programme periods and decreases during holiday closures and low-demand months. The arrangement provides financial stability for the employee while allowing the municipality to better anticipate annual staffing needs.

PART 2: INFORMATION FOR EMPLOYEES

Understanding the employment relationships

In an intermittent permanent work arrangement, the employee remains employed under a long-term permanent contract while alternating periods of activity and periods of intermittence throughout the year. This type of contract is generally used in sectors with seasonal or fluctuating activity levels, such as sport, where staffing needs vary depending on competitions, school calendars, tourism periods, or training seasons.

Depending on the national legal framework and the organisation of the sport sector, intermittent permanent contract may be regulated through labour law, collective bargaining agreements, or sector-specific arrangements. Although the employee may not work continuously throughout the year, they remain contractually employed during periods of intermittence and generally benefit from the same rights and social protections as other permanent employees.

The employee's working periods, annual workload, and inactive periods should be clearly defined and communicated in advance. In most cases, the annual salary is calculated based on the total number of working hours over the year and then distributed into equal monthly payments in order to provide financial stability throughout the year, including during periods of intermittence when the employee is not actively working.

Avantages and points to consider for employees

ADVANTAGES

Job security with flexibility

Employees benefit from the stability of a permanent contract while retaining flexibility to work intermittently. They have the possibility to work for other organisations or be self-employed during the periods of intermittence.

Predictable income over the year

Annualised salaries spread over twelve months ensure employees receive a fixed monthly income even during periods when they are not actively working. This reduces financial uncertainty and can help them with financial matters, such as obtaining a loan, thanks to their permanent contract and predictable monthly income.

Access to social protections

As permanent employees, they have access to health benefits, retirement contributions, and other social protections that are not always available to temporary or casual staff.

Reduced stress compared to short-term contracts

The contract avoids the constant uncertainty of finding new jobs frequently, giving employees more stability and peace of mind.

POINTS TO CONSIDER

Periods of inactivity

While the contract provides income stability, employees may experience extended periods without active work, which can affect motivation, professional engagement, or opportunities for skill development.

Limited control over scheduling

Work periods are primarily defined based on the employer's operational needs. However, they should be explicitly agreed upon with the employee during the contracting phase. This requires the employee to actively negotiate the scheduling of working and inactive periods to ensure they are compatible with their availability. If specified in the working contract, employers can also extend periods of inactivity in case of unexpected events (for example, a ski resort may retain staff for an additional two weeks if snowfall continues longer than anticipated). However, they will still be paid for those periods of unexpected activity.

Potential challenges in career progression

Limited presence in the organisation during inactive periods may reduce visibility, access to new responsibilities, or involvement in key projects.

Complexity when combining with other work

Working for other organisations or being self-employed during inactive periods requires careful coordination to avoid scheduling conflicts and ensure compliance with the main contract.

PART 2: INFORMATION FOR EMPLOYEES

Points to consider

As an employee working under an intermittent permanent contract, it is important to pay attention to how periods of activity and intermittence are organised throughout the year. While this type of contract can provide greater employment stability and predictable income compared to short-term or seasonal work, it also requires clear communication and careful planning between the employer and the employee.

Employees should pay particular attention to:

➤ **Distribution of working and inactive periods throughout the year**

How are the periods of activity and intermittence organised throughout the year, and are they fixed in advance?

➤ **Total annual working hours and possibility of schedule adjustments**

Can the planned annual working hours or schedule be modified during the year, and under which conditions?

➤ **Salary payments during periods of intermittence**

How is my salary calculated, and will I continue receiving stable monthly payments during inactive periods?

➤ **Additional work periods in exceptional circumstances**

Under what circumstances could additional working periods be requested, and how much notice would I receive?

➤ **Compatibility with other professional or self-employed activities**

Am I allowed to work for another employer or be self-employed during periods of intermittence?

➤ **Communication and transparency regarding schedules and workload expectations**

How will the organisation communicate schedule changes, workload expectations, or adjustments throughout the year?

“I find that the permanent intermittent contract suits me perfectly, as it provides stability and fixed working hours. Additionally, I appreciate being able to combine my employment contract with self-employment, which allows me to continue working as a sports instructor during the hours I am not contracted under my intermittent permanent contract.”

French masseuse under an intermittent permanent contract
and self-employed sport instructor



INFORMS

Innovative Forms of Employment in Sport

www.informs-sport.eu



EOSE Secretariat
82A, rue d'Ypres
69004 Lyon – France

Tel.: +33 (0) 437 431 939
Mail: eosesec@eose.org
Web: www.eose.org



Co-funded by
the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.