

CONCEPT NOTE

>> **OFFICIAL TITLE:** (To be determined)

>> **ACRONYM:** (To be determined)

>> **EU CALL:** KA220-YOU_Cooperation partnerships in Youths

>> **EU HORIZONTAL PRIORITY:** Inclusion and diversity in all fields of education, training, youth and sport

>> **EU SPECIFIC PRIORITY:** Strengthening the employability of young people

>> **DURATION:** 36 months

>> **Submission:** March 2026

>> **Budget:** 250.000€

BACKGROUND:

Youth employment remains a major priority across the European Union. While the overall unemployment rate has been decreasing in recent years, many young people (especially those facing socio-economic challenges) continue to face barriers when entering the labour market. At the same time, the sport sector is a growing field, with increasing demand for qualified staff and a recognized potential to offer meaningful employment opportunities for young people.

However, access to employment in sport remains challenging. Jobs are often part-time, seasonal, or low-paid, which makes it difficult for young professionals to secure stable, long-term positions. Many sports clubs and grassroots organizations struggle to offer full-time contracts, despite having ongoing needs for staff across different activities.

To address these structural issues, new forms of employment have emerged in European countries to support the professionalization of the sector. One such form is “employee sharing”.

According to [EUROFOUND](#)¹, employee sharing “***an employment form in which a group of employers hire workers jointly and is jointly responsible for them***”.

In the sports sector, this model offers promising solutions. For example, a coach or member of the management staff can be employed by a group of employers—known as an Employers' Alliance—and work across several clubs or sports organizations within the alliance. This arrangement allows staff to accumulate more working hours, benefit from a more stable income, and gain diverse professional experience by working in different environments, which in turn helps them develop a broader range of skills. At the same time, clubs and sports organizations benefit by accessing qualified professionals tailored to their real needs and financial capacities, while being relieved of the administrative burden, since the Employers' Alliance is the formal employer.

¹ EUROFOUND, Employee sharing, European Industrial Relations Dictionary, Dublin, 2017.

OVERALL AIM OF THE PROJECT:

“To support the development of employee sharing in the sports sector by mapping and assessing existing models across Europe, exploring the potential interest in countries where such models do not exist, and promoting the benefits of employee sharing as a more accessible and sustainable form of employment for young people, especially those facing socio-economic challenges”.

PROJECT ESTIMATED WORKPLAN:

WP1: Management and coordination

- ✓ To ensure effective project management, financial and administrative management;
- ✓ To implement internal quality control and monitoring (including risk management);
- ✓ To produce an Operational Manual and a Gantt chart;
- ✓ To organize partner meetings.

WP2: Comparative desk research on legal and institutional framework

- ✓ To identify and analyze the legal, fiscal and social frameworks related to employee sharing in each participating country;
- ✓ To highlight regulatory obstacles, administrative barriers, and enabling factors for the development of this model within the sport sector.

WP3: Feasibility and social impact studies of employee sharing in the sports sector in Europe

- ✓ To conduct a prospective assessment of the potential impact of introducing employee sharing models in countries where such models are not yet implemented (e.g. Finland);
- ✓ To assess the current social, professional, and economic impact of employee sharing models in countries where they already exist (e.g. France, Belgium, Italy);
- ✓ To identify both enabling and limiting factors for their transferability and adaptation to different national contexts.

WP4: Awareness raising and dissemination of employee sharing models towards sport employers

- ✓ To raise awareness among sport employers, especially those facing difficulties in retaining young employees, about the benefits of employee sharing models;
- ✓ To design and publish a practical guide for employers in the sports sector;
- ✓ To organize a series of national information workshops in each partner country, to directly engage employers and stakeholders at local and national levels.

WP5: Communication

- ✓ To ensure visibility and long-term sustainability of the project's outcomes;
- ✓ To effectively disseminate the findings and results to relevant stakeholders;
- ✓ To produce a final European report, an infographic (based on findings from WP2, WP3, and WP4)
- ✓ To hold a European-level dissemination event (**online or physically?**)

PARTNERS OF THE CONSORTIUM:

1. FNPSL (France) <https://profession-sport-loisirs.fr/>

The Fédération Nationale Profession Sport & Loisirs is a French network of regional and local non-profit organizations specialized in the professionalization of the sports and leisure sector. For 20 years, FNPSL has supported the structuring of quality jobs by developing services to employers and employees. Its network involves 57 Employers' Alliance, and work with 14.500 sports organizations, managing over 28.000 staff.

FNPSL is looking for organizations bringing complementary expertise and perspectives related to employment and the sports sector. In particular, we welcome interest from:

Sports federations or networks (national or regional): that are in contact with clubs and grassroots sport organisations, and are interested in improving employment conditions and staff recruitment models.

Researchers or academic institutions (especially in sport sociology, labour studies, or public policy): who can help analyse existing employment-sharing models and contribute to the evaluation and documentation of good practices.

Employment organisations: such as job centres, local employment agencies, or youth employment networks that support access to the labour market, particularly for young people or those with fewer opportunities.

Sports sector trade unions or worker associations: who bring the voice of employees and can provide valuable insights into working conditions, legal frameworks, and professional development needs.

If interested, you can contact Corentin Bonnegent: corentin.bonnegent@profession-sport-loisirs.fr