



**ESSA-SPORT**  
Improving the Supply of Skills to the Sector



# NETHERLANDS

**NATIONAL LABOUR MARKET AND  
WORKFORCE DEVELOPMENT  
PRIORITIES FOR THE SPORT AND  
PHYSICAL ACTIVITY SECTOR**

**YEAR  
2019**





Source: Eurostat (2018)

## Population and Employment

**TOTAL POPULATION**  
**17 181 084**

**TOTAL EMPLOYMENT\***  
**8 543 000**

**77.2%** of the population aged 15-64

**TOTAL UNEMPLOYMENT\***  
**350 000**

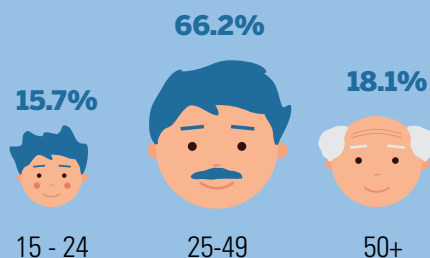
**3.8%** of the active population

\*persons aged between 15 to 64 years old

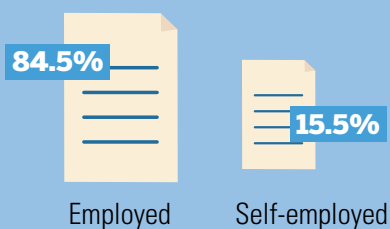
## Total employment - Gender



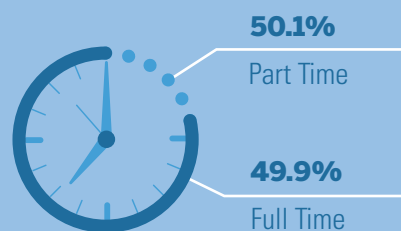
## Total employment - Age



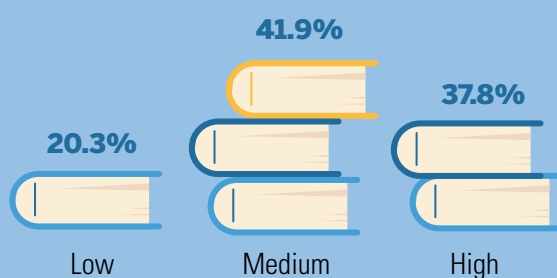
## Total employment - Type of employment



## Total employment - Type of contract



## Total employment - Level of education\*



\* The statistics on level of education collated from Eurostat refer to ISCED level:

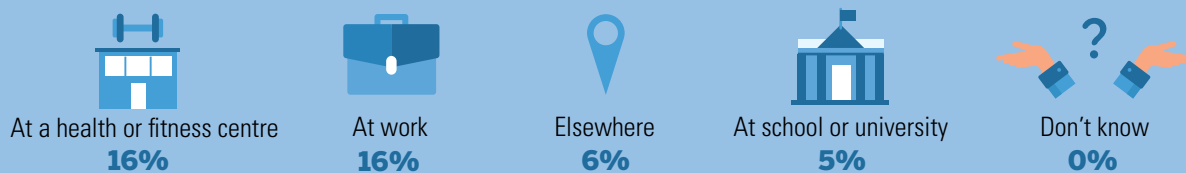
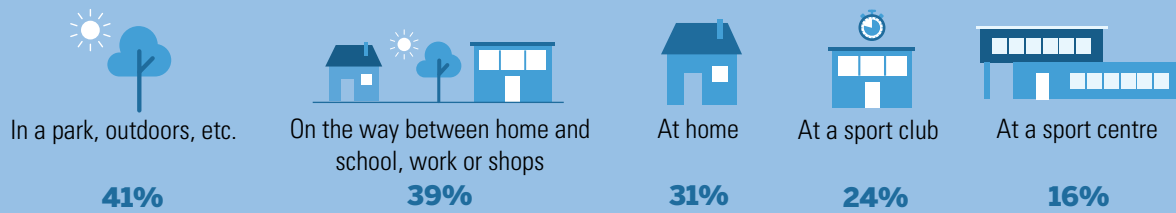
	ISCED 2011 (data from 2014 onwards)
Low education	Levels 0-2
Medium education	Levels 3-4
High education	Levels 5-8

Source: Special Eurobarometer 472 on Sport and physical activity (Publication March 2018) - n=1040

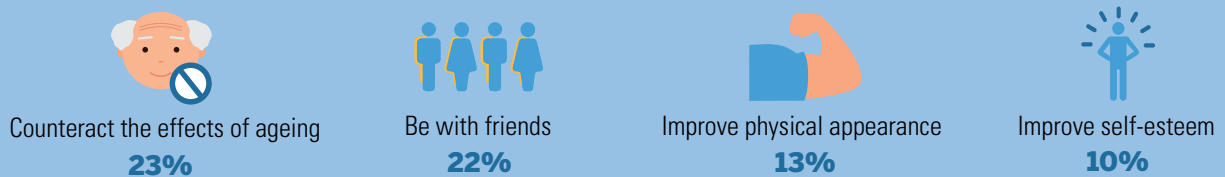
### Level of practice of sport or physical activity



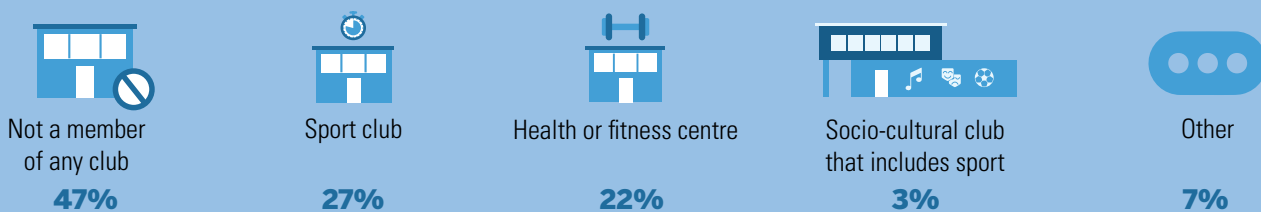
### Place of practice of those engaged in sport and physical activity



### Reasons for engaging in sport or physical activity



### Membership of clubs where people participate in sport or recreational physical activity



### Level of engagement in voluntary work that supports sport and physical activity





This section presents analysis from the official statistics collated at both national and European level through National Statistics Offices (NSO) and Eurostat. For the purpose of the fact sheet, data are provided for two different years to underline tendencies. These years can be different depending on the topic as we have not always been able to collate the same level of information/statistics for each year.

The collection of data has been a challenge and this analysis presents the best information available about the national sport labour market from the official statistics but is not necessarily the exact reality. Further discussion on the statistics can be found in the European report of the project.

**Scope:** the widest sport and physical activity sector defined by the Council of Europe (2001) as "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". In this fact sheet we are using the term "sport sector" having the meaning of the broad sector of "sport and physical activity".

## 3.1 SIZE AND CHARACTERISTICS OF THE NATIONAL SPORT LABOUR MARKET

### Sources: Eurostat and National Statistics Offices

To summarise our statistical definition for the sport labour market, the work carried out in collaboration with National Statistics Offices (NSO) and Eurostat was to collate available statistics on the number of:

- Persons having a sport-specific occupation (ISCO 342\*) in an organisation whose main business is the provision of sport (NACE 93.1\*\*), e.g. professional athletes, coaches, instructors in a sport club
- Persons having a non-sport specific occupation (Other ISCO codes) in an organisation whose main business is the provision of sport (NACE 93.1), e.g. managers, receptionists in a sport federation
- Persons having a sport-specific occupation (ISCO 342) in an organisation whose main business is not the provision of sport (Other NACE codes), e.g. a fitness instructor working in a hotel

\* ISCO - "The international standard classification of occupations". ISCO divides jobs into 10 major groups of occupations and sport specific occupations are listed under ISCO3 Technicians and associate professionals and more precisely under the sub-group ISCO 342 Sport and Fitness Workers (3421 - Athletes and Sports Players; 3422 - Sports Coaches, Instructors and Officials; 3423 - Fitness and Recreation Instructors and Programme Leaders).

\*\* NACE - "Statistical classification of economic activities in the European Community". NACE is basically a four-digit classification providing the framework for collecting and presenting a large range of reliable and comparable statistical data according to economic activity. The codes under NACE 93.1 (Sport activities) define the organisations whose main business is the provision of sport (93.11 Operation of sports facilities; 93.12 Activities of sport clubs; 93.13 Fitness facilities; 93.19 Other sports activities).

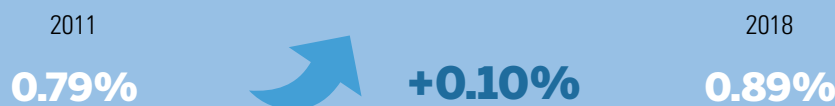
### National sport labour market (=total sport employment)



- Top 4 countries representing 62% of the EU-28 sport labour market in 2018 (Total EU-28 sport employment = 1 765 728)



### National sport labour market Vs National total employment



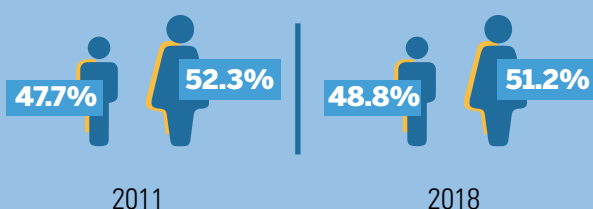
- Top 3 countries in 2018



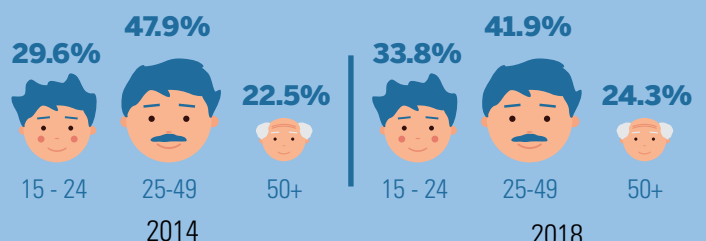
- Bottom 3 countries in 2018



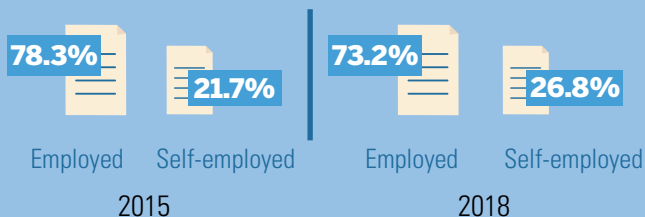
### National sport labour market - Gender



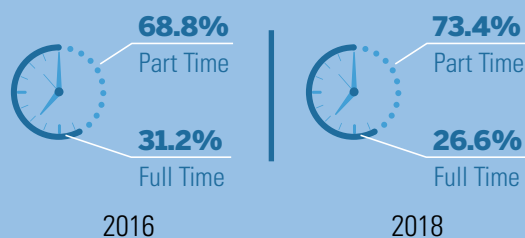
### National sport labour market - Age



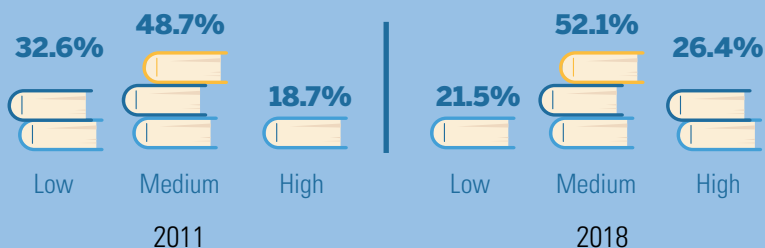
### National sport labour market - Type of employment



### National sport labour market - Type of contract



### National sport labour market - Level of education\*



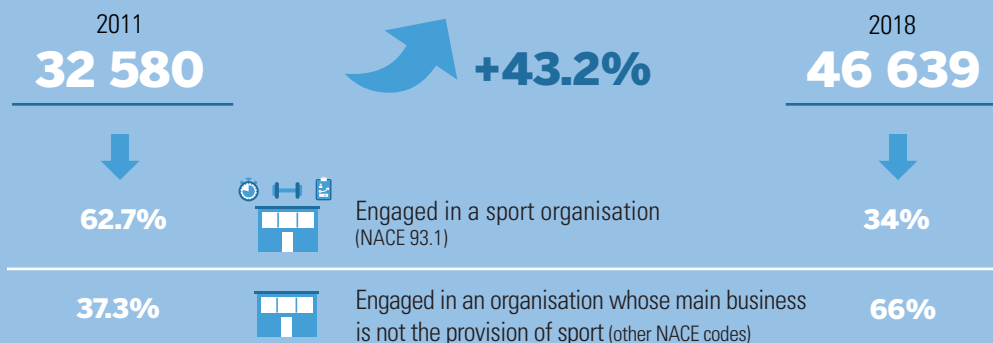
\* The statistics on level of education collated from Eurostat refer to ISCED level:

	ISCED 2011 (data from 2014 onwards)	ISCED 1997 (data up to 2013)
Low education	Levels 0-2	Levels 0-2
Medium education	Levels 3-4	Levels 3-4
High education	Levels 5-8	Levels 5-6

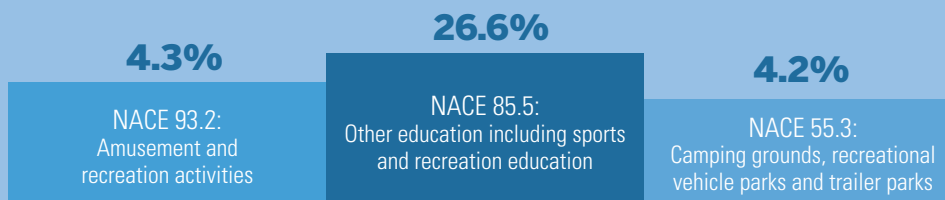
## 3.2 FOCUS ON SPORT SPECIFIC OCCUPATIONS (ISCO 342)

(ISCO 3421 - Athletes and Sports Players; ISCO 3422 - Sports Coaches, Instructors and Officials; ISCO 3423 - Fitness and Recreation Instructors and Programme Leaders)

### Total number of people having a sport specific occupation (ISCO 342)



### Top 3 of the other NACE codes where sport specific occupations are engaged in 2016



### Variance from 2014 to 2018



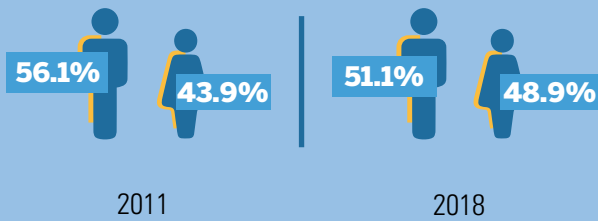
### Proportion of sport occupation in 2018



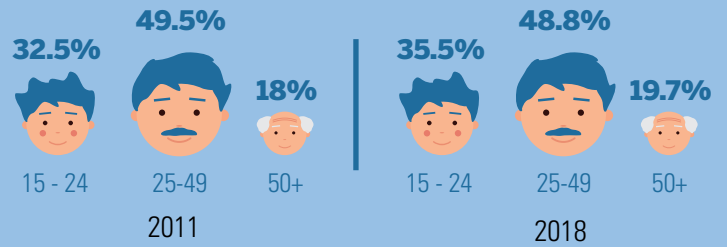
## CHARACTERISTICS OF PEOPLE HAVING A SPORT SPECIFIC OCCUPATION - ISCO 342

(ISCO 3421 - Athletes and Sports Players; ISCO 3422 - Sports Coaches, Instructors and Officials; ISCO 3423 - Fitness and Recreation Instructors and Programme Leaders)

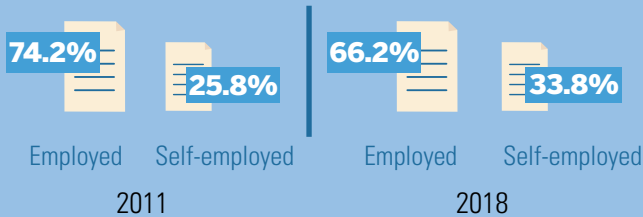
### Total sport specific occupation - Gender



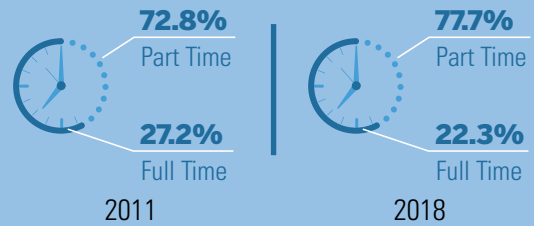
### Total sport specific occupation - Age



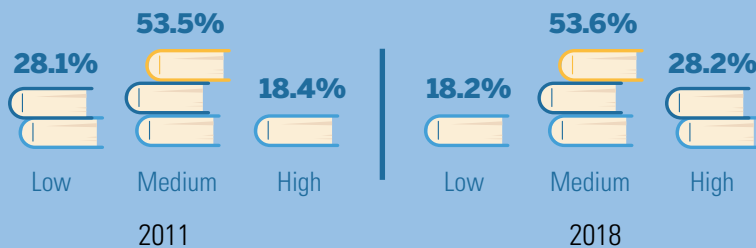
### Total sport specific occupation - Type of employment



### Total sport specific occupation - Type of contract



### Total sport specific occupation - Level of Education\*



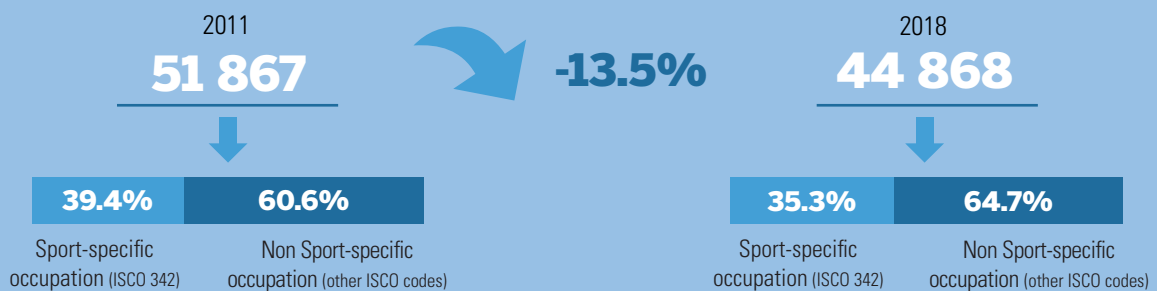
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High education	Levels 5-8	Levels 5-6

## 3.3 FOCUS ON SPORT ORGANISATIONS (NACE 93.1)

NACE 93.1 (Sport activities) includes all organisations whose main business is the provision of sport (93.11 Operation of sports facilities; 93.12 Activities of sport clubs; 93.13 Fitness facilities; 93.19 Other sports activities)

### Total number of people working in a sport organisation (NACE 93.1)



### Occupations engaged within sport organisations (NACE 93.1) - 2016

ISCO 1 – Managers (e.g. directors, CEO)	6.3%	ISCO 6 - Skilled agricultural and fishery workers (e.g. animal producers, market gardeners)	1.3%
ISCO 2 – Professionals (Health professionals, communication professionals, journalists, lawyers)	9.6%	ISCO 7 - Craft and related trades workers (e.g. building workers, painters, cleaners, bicycle repairers)	1.2%
ISCO 3 - Technicians and associate professionals (incl. sport and fitness workers)	46.1%	ISCO 8 - Plant and machine operators and assemblers (e.g. car, van, bus drivers, machine operators)	0.4%
ISCO 4 - Clerical Support Workers (e.g. secretaries, receptions, bookkeepers)	6.3%	ISCO 9 - Elementary occupations (e.g. office cleaners, labourers, deliverers)	5%
ISCO 5 - Service and sales workers (e.g. conductors, cooks, waiters, lifeguards, sales workers)	23.8%		

# 4

## SKILLS NEEDS AND TENDENCIES FOR THE SPORT AND PHYSICAL ACTIVITY SECTOR



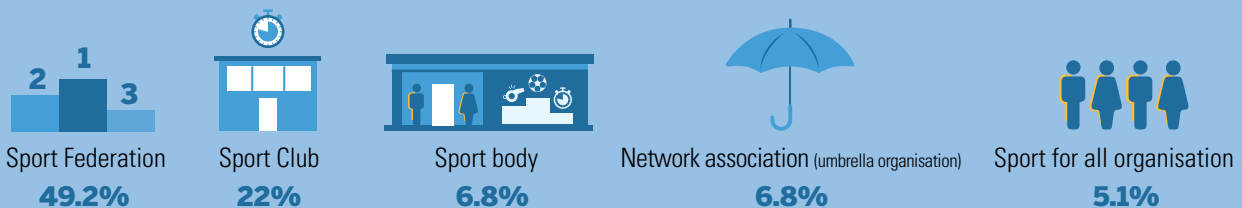
This section presents the main national results and key information from the first ever European Employer Skills Survey for the sport and physical activity sector. The goal was to consult the widest variety of employers to collate data on realities and difficulties to recruit and retain staff and volunteers and to identify the skill needs and future priorities for the sector.

The online survey was a great success with a total of **3,812 valid responses** collated from sport employers across the whole European Union and **59 responses** from your country.

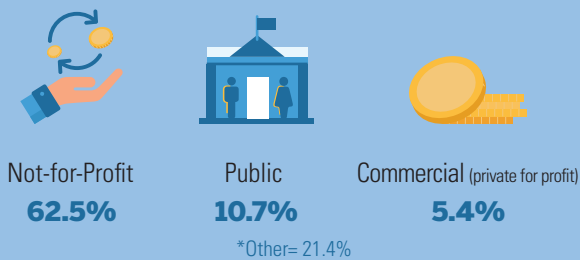
**Important:** the analysis provides an elaboration of all responses collated through the survey and so should be taken into consideration carefully as it is not necessary the exact reality and the exact picture of the whole sector.

### 4.1 THE PROFILE OF RESPONDENTS TO THE SURVEY

#### Top 5 type of respondents - n=59



#### Status of respondents - n=56



#### Size of organisations - n=56



### 4.2 EMPLOYMENT AND PRIORITY SKILLS FOR DEVELOPMENT

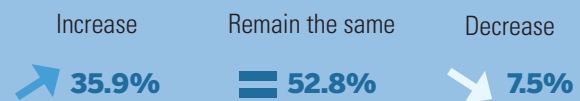
#### A positive forecast for the sector workforce

Compared to 12 months ago, the number of employees in respondents' organisation has: n=53



\*Do not know= 3.8%

Over the next 2 years, respondents think that the workforce of their organisation will: n=53




\*Do not know= 3.8%

#### Occupations engaged in respondents' organisation - n=54

1		Senior Management staff	79.6%
2		Clerical and Office staff	77.8%
3		Middle Management staff	75.9%
4		Sport coaches	63%
5		Operational staff	55.6%
6		Sport officials	53.7%
7		Athletes and Players	40.7%
8		Fitness Instructors / Personal Trainers	25.9%
9		Outdoor activity leaders and animators	22.2%

## Skills and attributes

5 most important skills and attributes		5 weakest skills and attributes
<ol style="list-style-type: none"> <li>1. Team working skills</li> <li>2. Sport specific knowledge and skills</li> <li>3. Motivational skills</li> <li>4. Clearly communicate instructions</li> <li>5. Evaluate performance and provide feedback</li> </ol>	 <p><b>Sport coaches</b></p>	<ol style="list-style-type: none"> <li>1. Use of technology, equipment and tools</li> <li>2. Plan coaching sessions and programmes</li> <li>3. Ability to work with different participants</li> <li>4. Evaluate performance and provide feedback</li> <li>5. Motivational skills</li> </ol>
<ol style="list-style-type: none"> <li>1. Ensure health and safety of participants</li> <li>2. Clearly communicate instructions</li> <li>3. Motivational skills</li> <li>4. Team working skills</li> <li>5. Ability to work in compliance with codes of practice/ethics</li> </ol>	 <p><b>Outdoor activity leaders &amp; animators</b></p>	<ol style="list-style-type: none"> <li>1. Ability to work with people with disabilities</li> <li>2. Use of technology, equipment and tools</li> <li>3. Ability to work with different participants</li> <li>4. Provide appropriate feedback</li> <li>5. Ensure health and safety of participants</li> </ol>
<ol style="list-style-type: none"> <li>1. Communicating effectively with participants</li> <li>2. Designing sessions and programmes</li> <li>3. Understand participant needs</li> <li>4. Motivational skills</li> <li>5. Team working skills</li> </ol>	 <p><b>Fitness instructors/ personal trainers</b></p>	<ol style="list-style-type: none"> <li>1. Team working skills</li> <li>2. Communicating effectively with participants</li> <li>3. Customer service skills</li> <li>4. Understand participant needs</li> <li>5. Designing sessions and programmes</li> </ol>
<ol style="list-style-type: none"> <li>1. Apply the rules and laws of the sport</li> <li>2. Decision-making skills</li> <li>3. Uphold integrity and fair play</li> <li>4. Problem-solving skills</li> <li>5. Ability to work in compliance with codes of practice/ethics</li> </ol>	 <p><b>Sport Officials (e.g. referees, judges)</b></p>	<ol style="list-style-type: none"> <li>1. Managing conflict</li> <li>2. Information/Communication Technology (ICT) skills</li> <li>3. Customer service skills</li> <li>4. Team working skills</li> <li>5. Uphold integrity and fair play</li> </ol>
<ol style="list-style-type: none"> <li>1. Verbal communication skills</li> <li>2. Team working</li> <li>3. Problem-solving skills</li> <li>4. Ability to work in compliance with codes of practice/ethics</li> <li>5. Organisational and planning skills</li> </ol>	 <p><b>Senior and middle management staff</b></p>	<ol style="list-style-type: none"> <li>1. Leading change</li> <li>2. Leadership skills</li> <li>3. Marketing and sales skills</li> <li>4. Information/Communication Technology (ICT) skills</li> <li>5. Strategic thinking</li> </ol>
<ol style="list-style-type: none"> <li>1. Team working skills</li> <li>2. Technical skills and knowledge required for their role</li> <li>3. Customer Service Skills</li> <li>4. Ability to work in compliance with codes of practice/ethics</li> <li>5. Communication skills</li> </ol>	 <p><b>Operational staff</b></p>	<ol style="list-style-type: none"> <li>1. Information/Communication Technology (ICT) skills</li> <li>2. Technical skills and knowledge required for their role</li> <li>3. Organisational and work planning skills</li> <li>4. Communication skills</li> <li>5. Problem-solving skills</li> </ol>
<ol style="list-style-type: none"> <li>1. Administration skills</li> <li>2. Customer Service Skills</li> <li>3. Team working</li> <li>4. Communication skills</li> <li>5. Understanding written documents and writing clearly</li> </ol>	 <p><b>Clerical and office staff / receptionists</b></p>	<ol style="list-style-type: none"> <li>1. Information/Communication Technology (ICT) skills</li> <li>2. Use of technology, equipment and tools</li> <li>3. Communication skills</li> <li>4. Problem-solving skills</li> <li>5. Customer service skills</li> </ol>

## 4.3 RECRUITMENT REALITIES AND CHALLENGES

### Recruitment of a paid employee in the past 12 months - n=45

62.2% YES



37.8% NO



15.6% YES

55.5% NO

28.9% DO NOT KNOW

if YES

### Difficulties to fill vacancies - n=45

### Top 3 difficulties when recruiting - n=18

44.4%  
Low number of applicants with the required skills

33.3%  
Unattractive terms and conditions (e.g. wage) offered for this post

22.2%  
Lack of the level of work experience expected by the organisation

### Top 3 hardest roles to fill - n=6

66.7%  
Middle Management staff

50%  
Sport Coaches

33.3%  
Senior Management staff

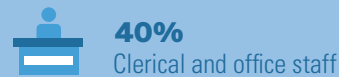


## 4.4 RETENTION REALITIES AND CHALLENGES

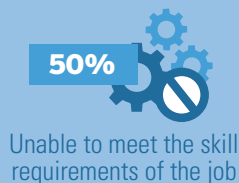
### Difficulties retaining staff - n=45



#### • Hardest roles to retain (top 3) - n=5

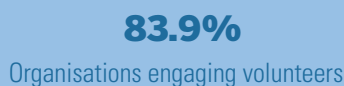


#### • Top 5 difficulties expressed for retaining staff - n=4



## 4.5 ENGAGEMENT OF VOLUNTEERS

### Engagement of volunteers in a typical year - n=56



### Expectations of volunteers and paid staff

Do organisations have same expectations of volunteers and paid staff in the following roles?

#### • Sport officials n=14

**64.3% Yes**   **35.7% No**

#### • Outdoor activity leaders and animators n=5

**40% Yes**   **60% No**

#### • Sports Coaches n=26

**57.7% Yes**   **42.3% No**

#### • Clerical and office staff / receptionists n=28

**57.1% Yes**   **42.9% No**

#### • Operational staff n=14

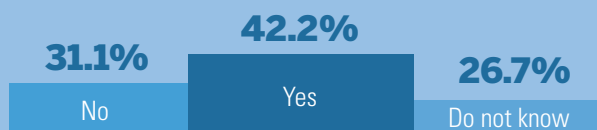
**50% Yes**   **50% No**

#### • Senior and middle management staff n=27

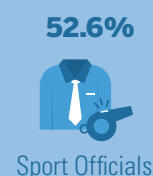
**38.1% Yes**   **61.9% No**

### Problems in engaging volunteers and for which occupations

#### • Any particular problem engaging volunteers n=45



#### • Top 3 occupations where there are problems engaging volunteers n=19





• Expectations and priorities from national governments on sport organisations are increasing



75%



11.4%

• Sport organisations have become more professional in recent years



72.7%



20.5%

• The sector is changing and evolving, as a result the skills needed by those working in the sector will change too



90.9%



4.6%

• In the future there will be a demand for a better qualified workforce operating in sport organisations



79.6%



9.1%

• It is difficult to find and recruit people with the right skills to work as paid staff



52.3%



38.6%

• It is difficult to find and recruit people with the right skills to work as volunteers



56.8%



25%

• It is important that staff have access to ongoing training to keep their skills up to date



93.2%



2.3%

• New training courses are required to meet the training needs of sport organisations



47.7%



34.1%

• Universities/ training providers should work more closely with sport organisations



77.3%



15.9%

• It is difficult to progress from a technical role (e.g. as a coach or instructor) to a management position



43.2%



31.8%

• The workforce of paid staff and volunteers in the sport and physical activity sector needs to be inclusive (reflecting gender, disability and minorities in society)



68.2%



27.3%

• Staff would benefit from learning experiences in other countries



34.1%



47.7%

The missing percentages stand for the answer "I do not know" present in the initial survey. Respondents indicate their agreement/disagreement with the above statements.

## THE PROJECT

The aim of the ESSA-Sport project, funded by the European Commission under the Erasmus+ programme, was to establish a European Sector Skills Alliance covering the full breadth of the sport and physical activity sector across the EU.

The 3-year project, which concluded in October 2019, aimed to create a debate within the sector on the key issues of skills and workforce development which are central to helping the sector grow, to equip those working or volunteering with the right skills and to enable the sector to fulfil its potential as a social, health and economic driver.

The overall ambition was to create an evidential basis for change and improvement, to create a major consultation on skills and to build a lasting consultation network at national and EU level to take forward the conclusions and recommendations made in national and EU Reports.

The consortium, composed of 20 national coordinators and 5 European networks, is proud to have generated new knowledge and statistics included within this National Fact Sheet.

Further information on the identified skill needs and future priorities for the sector can be found in the detailed European Report as well as National Reports.



[www.essa-sport.eu](http://www.essa-sport.eu)  
[www.eose.org](http://www.eose.org)



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## PARTNERSHIP

