



# move at work

## Development of sport and physical activity within the workplace

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**MOVE AT WORK  
DELIVERABLE 2.3**



# Introduction

The purpose of this document is to give you all the information you need about company sport and the findings of the Move at Work project. It can help to set up sport in your company or organisation. In addition, for a more complete document, you can find our online courses which will help you step by step to know everything about company sport and the essentials for building a sports project. It's your turn to make your workspace healthier and more active!

[Call to action](#)

move  
at work

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# PROJECT PRESENTATION

Co-funded by the Erasmus+ Programme of the European Commission, Move at Work – M@W is a three-years European project led by the European Federation for Company Sport – EFCS. Move at Work (M@W) is the follow-up project of WAC – Workplace Active Certification rewarding professional organisations implementing physical activity for their employees.

The activities:

- Creating an online platform and a digital educational programme (MOOC) to educate, train, and democratise the implementation of company sport.
- Hosting conferences: one held during the European Company Sport Games in Bordeaux (in June 2023), and another one in Brussels in 2025, in order to introduce major outcomes and results of the project.
- Creating and organising a network of company sport ambassadors and major stakeholders.

## MAIN OBJECTIVES:

- 01.** Develop tools that promote and educate on the benefits of implementing physical activity in the workplace
- 02.** Support public and private organisations in integrating physical activity strategies into their corporate policies
- 03.** Consolidate the Active Workplace Certification and adapt the needs based on end-users analysis





# PARTNERS



The **European Federation for Company Sport (EFCS)** is a voluntary non-profit organisation to promote & develop sport practice in the professional environment across Europe.



The **European Network for Innovation and Knowledge (EUNIK)** is a foundation with an international scope, created by higher education and R&D experts.



**Evaleo** is a non-profit association with the goal is to inspire & enable people to adopt an active, healthy and fulfilling lifestyle.



Federation of the European  
Sporting Goods Industry

The **Federation of the European Sporting Goods Industry (FESI)**, is a unique pre-competitive platform representing the interests of the sporting goods industry in Europe.



# PARTNERS



The foundation **Nederland Onderneemt Maatschappelijk!** initiates and indicates implementation of collaborative projects in the field of corporate social responsibility.



**Sport and Citizenship** is the leading European think tank in the field of sport. It aims at supporting the development of the European dimension of sport and is dedicated to the study of European public policies in the field of sport.



**University of Copenhagen (UCPH)** is the largest university in Denmark and one of the most important institution for higher education in Scandinavia.



**The World Federation for Company Sport (WFCS)** is a voluntary non-profit organisation gathering national company sport or other federations addressing and offering solutions for company sport from all continents.

# WHAT IS COMPANY SPORT?

Physical activities accessible to all, aimed at improving the health, well-being and social inclusiveness of all coworkers in order to improve the global efficiency of a company.

## Physical Activity/Sport

**Physical activity** is defined as any bodily movement produced by skeletal muscles that results in energy expenditure. It can be categorised into occupational, treatment-related, household or other activities.

**Sport** is also considered physical activity. In company sport, this term is used to define an activity that involves body movements accessible to everyone.

## Well-Being/Team Cohesion

In a business context, a **cohesive group/team building** exhibits several distinctive characteristics that set it apart and help maintain its effectiveness and harmony.

The **Quality of Life at Work** is often perceived all actions related to **well-being at work**. It stems from an awareness of the need to take into consideration the well-being of a company's employees in their daily tasks.

## Sedentary/Turnover

A **sedentary lifestyle** involves low-energy activities. **Inactivity** means not meeting recommended physical activity levels.

**Absenteeism** is frequent, unexplained absence from work, & **turnover** is the rate of employee departures & replacements, impacting workplace dynamics.

## Employee/company

**Corporate Social Responsibility** enables businesses to positively impact society and enhance their brand through environmental, ethical, philanthropic, & financial initiatives.

A **coworker and organisation/ company**, both can participate in company sports.



# STAKEHOLDERS



## Employers actors

- Chief Executive Officer - CEO
- Human Resources Manager
- Happiness manager
- Events and Communication Manager
- CSR manager
- Safety officer

## Employees actors

- Economic and Social Committee
- Trade union
- Volunteer employee
- Company sport club/ association

## Outside the company actors

- International institutions
- Olympic committees
- European Institutions
- Sports nation
- Ministry of Sport
- National Sports ministries
- Grants provider
- Local authorities
- Sport coach
- Occupational health
- Assurance



# BENEFITS

01

## Company sport improves the Quality of Life at Work and Working Conditions measures

- By preventing physical illness
- By preventing mental illness and psychosocial risks
- By increasing well-being

02

## Company sport improves employer brand and company culture

- By enhancing attractiveness, social cohesion and interaction.
- By strengthening corporate identity and Social Responsibility

03

## Company sport increases productivity and performance

- By creating a productive and supportive environment, commitment and motivation increase.
- By preventing chronic conditions and musculoskeletal disorders, it reduces absenteeism and related costs.

# 150 MINUTES

of moderate-intensity physical activity per week. Anything that makes your heart beat faster counts.

World Health Organization (WHO), 2023

# 2 MINUTES

of 'micro breaks' a day can reduce long-term sick leave by 13%.

Andersen, L.L. et. al: Potential of micro-exercise to prevent long-term sickness absence in the general working population? 2022

# 57%

lower employees churn.

Havard Business Review



# OBSTACLES

## FOR THE EMPLOYER, LACK OF:

- Leadership and decision-making support,
- Human resources to implement and develop a sport project,
- Financial resources,
- Sports facilities, practice areas, showers and changing rooms,
- Knowledge and understanding of the topic and benefits,
- Time of management teams to implement sport activities,
- Tools to measure the impact of actions taken and information about said impact,
- Identification with the size of the company,
- Interest/demand from the employees,
- ....

## FOR THE EMPLOYEE, LACK OF:

- Sport is often seen as something personal that should not be linked to professional life. Many people think it is important to keep private and professional life separated,
- Motivation among employees to engage in physical activity in the workplace,
- Time for employees to practice physical activities and sports,
- Timetables alignment (manual workers -vs- office workers),
- Interest of employees in sports made available by the company,
- Skills to practice physical activity/ sport,
- Self-confidence and fear of being compared to other employees can lead to anxiety, particularly regarding body image or concerns about how one is perceived, such as having a red, sweaty face,
- Face-to-face work versus remote work,
- ...

# BUILD A SPORTS PROJECT



## ANALYSING YOUR NEEDS

Before setting the goals of your physical activity programme, you must assess the current physical activity levels and health status of your employees. It is important to separate needs from desires. To grasp their significance, it is essential to distinguish between the various individual, interpersonal, organizational, community, and social factors.



## DEFINING OBJECTIVES

- Define your objectives: Should be specific, measurable, achievable, relevant, and time-bound (SMART), and related to your employees' needs. They must also consider what infrastructure, equipment are provided by the company.
- Define organisational and individual goals: Once objectives have been defined, it is important to establish both individual and collective goals to cater for the diverse needs and preferences of employees.



## MOBILISING A TEAM

Once goals have been set, resources and programme possibilities have been identified, and programme design has been completed, it is important to allocate resources, such as time, budget, and facilities, to support employees in achieving their goals.

Keeping that in mind, you should try to get as many employees involved as possible. You might already have piqued their interest earlier in the process when collecting their insights and expectations.



## CONVINCING MANAGEMENT AND LEADERSHIP

- Explain the context
- Provide concrete figures and examples
- Show that sports can benefit the company
- Show that sport can benefit your employees
- Prepare a plan of actions

# PHYSICAL ACTIVITIES



## AWARENESS OF THE WORK ENVIRONMENT



credit: Kentstate university

### Implement some 'nudges'

'A nudge is any aspect of the choice architecture that alters people's behaviour in a predictable way" (Cass Sunstein and Richard Thaler, Nudge. 2008). Nudge can be used to gently motivate people to do more physical activity in the workplace.

### Learn to use proper communication tools

You can set up various internal communication tools, such as posters with characters that are moving or with motivational quotes, and newsletters to highlight initiatives within the company. Creating a blog or a forum makes it easier for people to talk to each other.



credit: EFCS



credit: freepik

### Provide adapted pieces of furniture

Office equipment can massively influence your employees' physical activity. Today, there is a wide range of equipment on the market, from adjustable desks to fit balls used as office chairs. It can also be outdoor equipment such as bicycle parking to encourage employees to stop driving to work, or rooms where employees can change and shower.

### Organise in-house/external conference

Organising theoretical events to raise awareness about company sport or physical activity is one way of learning more about its benefits. Employees can better relate to your PA programme by understanding its impact on their body and well-being.

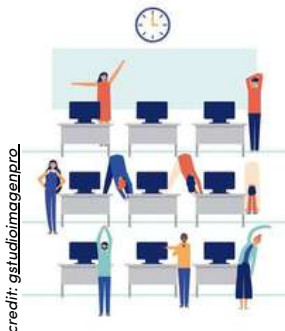


credit: EFCS

# PHYSICAL ACTIVITIES



## ACTIVITIES WITHIN THE COMPANY



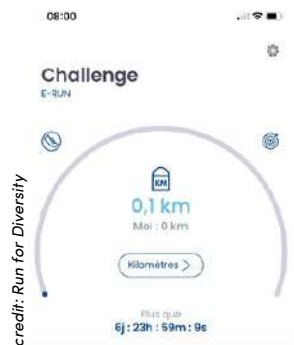
### Walking meetings/ Active breaks

Walking meetings are a great way to get moving during one-on-one meetings, get the creative juices flowing, sneak in some outdoor time and add a few extra steps to your step counter.

Coffee and smoking breaks are common in the corporate world, but so should walking breaks be or with some exercises.

### Pedometer challenges

They do not require any special equipment, since most smartphones are now equipped with pedometer (steps counter) apps. This fun challenge motivates employees to be a little more active at work and during their free time, in a simple and connected way.



### Pre-shift warm-up

Dynamic warm-ups are exercises that prepare your muscles for the task ahead. They entail small movements such as light jogging, jumping jacks, arm circles or squats. This can be a better start of the day for your employees, adding a short convivial moment with their coworkers to their daily schedule.

### Group training/exercise sessions

The implementation of physical activity and sports programmes entails setting up activities involving groups of employees. Sessions can be organised by the company and management, with the help of coaches. The idea is to practice a physical or sporting activity on a regular basis.



# PHYSICAL ACTIVITIES



## ACTIVITIES OUTSIDE THE COMPANY



### Think about an Active Design

Active design is an approach to urban development that identifies recognised strategies in land use planning, urban design and architecture to support healthy communities, and more specifically to promote a physically active lifestyle.

### Have virtual group training

Cheaper and more flexible than face-to-face training, virtual courses are an interesting solution. Classes can be conducted in live or prerecorded video format, giving users complete flexibility.



### Participate in charity races

Running remains a popular and accessible activity. Most races offer cheaper registrations to employees. A charity run allows your employees to act for a good cause while being active and practicing physical activity.

### Challenges/competitions

Implementing initiatives that motivate workers to meet physical activity targets or compete against each other can boost levels of physical activity. This entails communicating about such events.



A low-angle, upward-looking photograph of several people holding their hands together in a circle, forming a human pyramid. The background is a bright blue sky with scattered white clouds. The text is overlaid on the image in a large, bold, dark blue font.

**79%**  
**of workers**  
**want to work in**  
**a company that**  
**encourages**  
**sports!**



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# MEASUREMENT TOOLS

## Tangible tools you can physically implement



Stand up meetings



Individual meetings



The suggestion box



QR code surveys



The wall of ideas

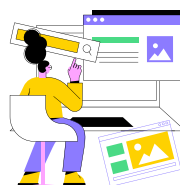


Competitions/  
challenges on the field

## Digital tools you can use



Online  
questionnaires



Forum of discussion



Dedicated mailbox



A virtual  
whiteboard



Intranet platform



Instant message  
group

More details in module 4  
[log in!](#)

# GET CERTIFIED!



## Active Workplace Certification

Co-funded by the Erasmus+ Programme of the European Commission, the WAC Certification values and **rewards professional organisations and workplaces implementing physical and sport activities for their employees.** A durable, credible, and reliable certification programme for workplaces at a European level regarding physical activity at work.



## Why get certified ?

- 1. Evaluate your internal actions:** Leverage enhanced indicators through certification criteria to measure and refine your workplace sports policies.
- 2. Boost your image:** Promote your brand as an attractive and active employer, meeting the rising demands in HR, CSR, and QVTC.
- 3. Gain expert insights:** Access best practices and testimonials from certified organisations and certification stakeholders
- 4. Join a European community:** Connect with a vibrant network of workplace sports ambassadors across Europe.

## AWARDS LIST



# 10 KEYS SUCCESSFUL ELEMENTS FOR A PROJECT

*Tick to follow the progress of your project*

- Identify your needs
- Define your objectives
- Prioritise
- Involve all stakeholders
- Define resources
- Choose a support person
- Diversify activities
- Anticipate internal communication
- Evaluate your project
- Share your results





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We hope this document has helped you to better understand the challenges of company sport. We look forward to hearing from you. Don't hesitate to connect to our networks to keep up to date with the project.

**Call to action**

## Contact us!



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