



International opportunity report on physical activity in the workplace



Co-funded by
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DELIVERABLE D4.4

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Executive Summary

This *International Opportunity Report on Physical Activity in the Workplace* provides a comparative analysis of workplace physical activity (WPA) ecosystems across multiple continents — focusing on Europe, North Africa (Morocco), Sub-Saharan Africa (Mali), and Asia (China).

It identifies key trends, challenges, and opportunities to promote physical activity as a lever for health, productivity, and inclusion at work. The report builds on the *Move at Work (M@W)* project, the *Workplace Active Certification (WAC)* framework, and the international network of company sport federations led by EFCS and WFCS.

1. Introduction

1.1. About Move At Work project

The **Move At Work (M@W)** is a three-year European project co-funded by the Erasmus+ Programme of the European Commission, led by the European Federation for Company Sport (EFCS). It aims to democratise physical activity in the workplace by providing a European overview of workplace physical activity programmes and offering practical tools and guidance for their implementation.

The EFCS is implementing the project together with eight partner organisations: the European Network for Innovation and Knowledge (Netherlands), Evaleo (Switzerland), the Federation of the European Sporting Goods Industry (Belgium), the Sport and Citizenship think tank (Belgium), Stichting NLOM! (Netherlands), the University of Copenhagen (Denmark), and the World Federation for Company Sport (France).

Key statistics

- **79%** of employees view workplace sport as a major attraction.
- **100%** of managers who have implemented it recommend company sport.
- Only **20%** of companies currently offer sports activities.

- 94% of employees participating in workplace physical activity report satisfaction.

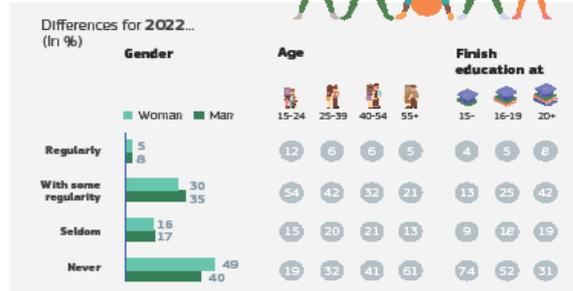
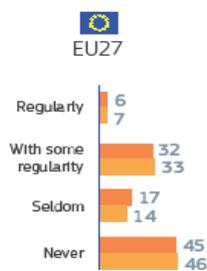
Objectives of the project

- Identify and address constraints, obstacles, and needs through end-user analysis.
- Provide tools to educate, promote, and support companies in implementing workplace sport policies.
- Encourage public and private decision-makers to integrate physical activity into business policies.



Frequency of exercise (In %)

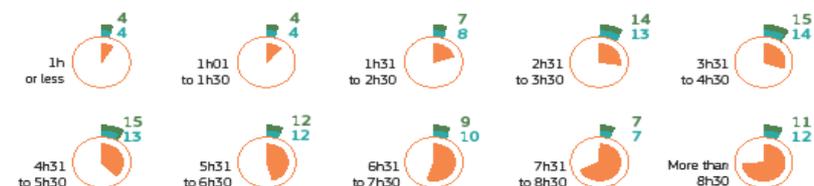
■ 2022 ■ 2017



Time spent sitting on a usual day (In %)

Include time spent at a desk, visiting friends, studying or watching television...

■ 2022 ■ 2017



Source : Special Eurobarometer 525 "Sport and Physical Activity" April-May 2022 - Percentages shown are at EU27 level

Key activities include:

- Organising conferences to share outcomes and results, such as the event held during the **European Company Sport Games in Bordeaux (June 2023)** and the upcoming conference in **Brussels (late 2025)**.
- Creating a network of **company sport ambassadors and major stakeholders**.
- Developing an **online platform and a digital educational program (MOOC)** to educate, train, and democratize the implementation of company sport.
- Improving and updating the **Workplace Active Certification (WAC)** with new guidelines, indicators, and evaluation criteria for workplaces.

1.2. Objectives and scope of the report

1.2.1. Objectives

The report aims to provide a comprehensive analysis of the state of physical activity (PA) in the workplace, focusing on international development and best practices. Prepared by the European and World Federation for Company Sport (EFCS, WFCS), this report seeks to identify constraints, opportunities, and best practices, and to provide actionable recommendations for stakeholders (federations, companies, and policymakers).

1.2.1. Scope

This report covers various countries and actors involved in promoting PA in the workplace, including public institutions, private companies, non-governmental organizations (NGOs), and research institutions. The scope includes an analysis of the economic, cultural, and policy contexts that influence the adoption of workplace PA programs.

1.3. International context and rationale

The **European Federation for Company Sport (EFCS)** and the **World Federation for Company Sport (WFCS)** have a long history of promoting workplace physical activity. Their initiatives have been instrumental in driving change and fostering a culture of physical activity in the workplace. The WAC framework builds on this legacy, providing a robust mechanism for recognizing and rewarding organizations that prioritize employee health and well-being.

The promotion of physical activity in the workplace is a **multifaceted endeavor** that requires the collaboration of various stakeholders, including public institutions, private companies, NGOs, and research institutions. The **Move at Work (M@W)** project and the **Workplace Active Certification (WAC)** framework provide valuable tools and resources to support organizations in implementing effective workplace physical activity programs.

The Workplace Active Certification (WAC) is a European standard recognizing organizations that promote physical activity and well-being at work:

- **Scope:** Open to all European organizations, regardless of size or sector, aiming to foster active workplaces.
- **Needs assessment:** Organizations must identify employee needs (individual, group, organizational, environmental) and ensure data confidentiality (GDPR compliance).
- **Leadership commitment:** Top management must support and integrate physical activity into policies, allocate resources, and appoint a dedicated coordinator.
- **Planned actions:** Develop tailored programs (e.g., yoga, walking, workshops) addressing diverse fitness levels, including people with disabilities.
- **Work environment:** Optimize spaces for activity (e.g., stairs, bike storage, showers) and promote active commuting (walking, cycling).
- **Inclusivity:** Ensure programs are accessible and communicate benefits to all employees, including those with low fitness levels.
- **Monitoring:** Track participation, satisfaction, and health outcomes to refine initiatives and publish an annual progress report (Advanced level).
- **Partnerships:** Collaborate with external stakeholders (e.g., gyms, local governments) to expand opportunities.
- **Sustainability:** Align with UN Sustainable Development Goals and WHO's Global Action Plan on Physical Activity (GAPPA).
- **Outcomes:** Aims to reduce sedentary behavior, boost productivity, and enhance employee well-being.

The **key findings** of this report highlight the significant benefits of workplace physical activity, including **improved health and well-being, increased productivity, and enhanced social cohesion**. However,

challenges such as **budget constraints, lack of time, and inadequate facilities** must be addressed to fully realize these benefits.

The **main recommendations** emphasize the importance of **policy support, stakeholder engagement, resource allocation, awareness and education, monitoring and evaluation, international collaboration, and certification standards**. By adopting these recommendations, organizations can create a culture of physical activity that supports the health and well-being of their employees.

The alignment of the **M@W project** and **WAC framework** with the goals of the international community of company sport underscores the potential for **global collaboration and knowledge sharing**. The historical context of the **European Federation for Company Sport (EFCS)** and the **World Federation for Company Sport (WFCS)** provides a strong foundation for future initiatives aimed at promoting workplace physical activity.

In conclusion, fostering a culture of physical activity in the workplace is not only beneficial for employees but also for **organizations and society as a whole**. By working together, stakeholders can overcome challenges and create environments that support the **health, well-being, and productivity** of all workers.

WAC framework and benefits:

The **Workplace Active Certification (WAC)** provides a structured framework for organizations to implement and evaluate physical activity programs. Benefits of the WAC include:

- **Recognition:** Certifies organizations that promote health and well-being through physical activity.
- **Guidance:** Offers clear guidelines and criteria for implementing effective workplace PA programs.
- **Improvement:** Encourages continuous improvement through regular evaluations and updates.

Synergies and potential collaborations:

The M@W project and WAC framework align closely with the goals of the **international community of company sport**, including the **European Federation for Company Sport (EFCS)** and the **World Federation for Company Sport (WFCS)**. Potential collaborations include:

- Sharing best practices and success stories across international networks.
- Joint initiatives to promote awareness and education about workplace physical activity.
- Collaborative efforts to develop and implement certification standards globally.

1.4. Methodology

Data for this report were collected through surveys, stakeholder mapping, and analysis of existing reports and initiatives. The methodology combined quantitative and qualitative approaches, engaging key stakeholders from various sectors to gather insights and identify best practices. The report also draws on data from the *Move at Work (M@W)* project and the *Workplace Active Certification (WAC)* framework.

The EFCS and WFCS jointly developed a questionnaire that was distributed to selected partner organisations — members of the same federations acting as national company sport federations. The objective was to collect data from countries across different continents, representing diverse demographic, cultural, economic, and political contexts. The completed questionnaires were further complemented by follow-up interviews conducted either online or in person.

2. Comparative analysis – key findings

2.1. General overview:

- **Mali:** The development of workplace physical activity is emerging, with the main challenge being budget constraints. No specific opportunities are highlighted.
- **China:** Workplace physical activity is structured and integrated into company culture. Challenges include lack of importance by some enterprises, high work intensity, and lack of exercise habits. Opportunities are driven by policy support, rapid sports industry development, and improved venues and facilities.

- **Morocco:** The development is growing, with challenges such as lack of employee engagement, time, dedicated space, and financial constraints for SMEs. Opportunities include hosting major sports events (World Cup, CAN) and increased awareness of the importance of sport for preventing chronic diseases.

Cultural and economic context:

Mali:

- Values: Health and well-being, productivity and performance, social cohesion and team spirit.
- Economic sectors: Banking services, commerce, agriculture.
- Common job types: Commerce, office, agriculture.
- Informal work: significant.

China:

- Values: Health and well-being, productivity and performance, social cohesion and team spirit, corporate social responsibility (CSR).
- Economic sectors: Manufacturing, agriculture, service industry, real estate, tech industry.
- Common job types: Office-based, service-oriented, mixed.
- Informal work: Not significant.

Morocco:

- Values: Health and well-being, productivity and performance, social cohesion and team spirit, CSR, professional development.
- Economic sectors: Services.
- Common job types: Office-based.
- Informal work: Significant (commerce, agriculture).

Workplace sports market and company sport practice:

Mali:

- Common activities: Walking, futsal, football, women's volleyball, tug of war, pétanque.
- Most developed in: Banks, construction companies.
- Best practices: none detailed.

China:

- Common activities: Table tennis, badminton, running, walking, yoga.
- Most developed in: Industry-specific sports associations.
- Best practices: Hengyuanxiang Group (sponsor of Guandan tournament), CRRC Group (football team, won 11-a-side football championship).

Morocco:

- Common activities: Running, fitness, football, padel, tennis, golf.
- Most developed in: Multinationals.
- Best practices: Morocco Corporate Golf Cup, Botola Intelcia, International Seven Cup.

Legal and policy framework

Mali:

- Legal/Policy support: None.
- Certifications: None.

China:

- Legal/Policy support Guiding Opinions on Promoting Sports-for-Health Initiatives.
- Certifications: None.

Morocco:

- Legal/Policy support: None.

- Certifications: Association pour la Promotion du Sport en Entreprise au Maroc (APSEM) "sportive company" label.

Interest in international network and certification :

- All three countries expressed strong interest in participating in an international network to promote workplace physical activity.
- All rated the idea of an international certification as very relevant (5/5).
- China has a similar system, but it is not widely promoted.
- Morocco has the APSEM "sportive company" label.
- Mali does not have a similar system.

2.2. Key Insights

1. Policy and legal support: China stands out with its Guiding Opinions on Promoting Sports-for-Health Initiatives, which could serve as a model for Mali and Morocco.
2. Certification and recognition: Morocco's APSEM "sportive company" label is a promising practice that could be expanded or adapted in Mali and China.
3. Employee engagement: Morocco and China face challenges with employee engagement and lack of exercise habits. Initiatives to raise awareness and provide incentives could be beneficial.
4. Infrastructure and resources: Mali and Morocco could benefit from technical and financial support to develop infrastructure and resources for workplace physical activity.
5. International collaboration: All three countries are open to international collaboration and certification, which could facilitate knowledge sharing and best practice exchange.

This analysis highlights the diversity of approaches and challenges across the three countries, as well as opportunities for cross-learning and collaboration. If you need further details or a specific focus, let me know!

Mali (FEMASTA)

In Mali, the Federation Malienne des Sports Travailleurs et Amateurs (FEMASTA) plays a pivotal role in promoting workplace physical activity, which is currently at an emerging stage. The primary values associated with workplace physical activity include health and well-being, productivity and performance, and social cohesion and team spirit. Activities such as walking, futsal, football, women's volleyball, tug of war, and pétanque are commonly practiced, especially in banks and construction companies. However, the main challenge is budget constraints, and there is no significant legal or policy framework supporting workplace physical activity. FEMASTA is interested in participating in an international network and views an international certification for promoting health and well-being through physical activity as highly relevant.

China (CESA)

The Chinese Enterprise Sports Association (CESA) oversees a structured and integrated approach to workplace physical activity in China. The values linked to these activities include health and well-being, productivity and performance, social cohesion and team spirit, and corporate social responsibility (CSR). Common activities are table tennis, badminton, running, walking, and yoga, with a strong presence in industry-specific sports associations. China has a policy framework in place, such as the Guiding Opinions on Promoting Sports-for-Health Initiatives, which supports the development of workplace sports. Challenges include lack of importance by some enterprises, high work intensity, and lack of exercise habits. CESA is keen on international collaboration and sees an international certification as highly relevant, although a similar system exists in China but is not widely promoted.

Morocco (APSEM)

In Morocco, the Association for the Promotion of Sport in Companies (APSEM) is driving the developing landscape of workplace physical activity. The values associated with these activities are health and well-being, productivity and performance, social cohesion and team spirit, CSR, and professional development. Common activities include running, fitness, football, padel, tennis, and golf, primarily in multinational companies. Morocco faces challenges such as lack of employee engagement, time, dedicated space, and financial constraints for SMEs. APSEM has introduced a "sportive company" label to encourage workplace physical activity. Morocco is open to international collaboration and views an international certification as highly relevant, with the APSEM label serving as a local example.

The promotion of physical activity in the workplace is increasingly recognized as a key factor in enhancing employee well-being, productivity, and social cohesion. This document aims to analyze the current state of workplace physical activity in Mali, China, and Morocco, focusing on regulations, best practices, cultural understanding, and definitions. By comparing these three countries, we seek to identify challenges, opportunities, and potential synergies for international collaboration.

Mali

- Regulations: Mali currently lacks a specific legal or policy framework to support workplace physical activity. Initiatives are primarily driven by organizations like the Fédération Malienne des Sports Travailleurs et Amateurs (FEMASTA).
- Best practices: Common activities include walking, futsal, football, women's volleyball, tug of war, and pétanque, often organized during breaks or after work.
- Cultural understanding: The values associated with workplace physical activity in Mali are health and well-being, productivity, and social cohesion. These activities are seen as a way to foster team spirit and improve overall work performance.
- Definitions: Local terms such as "SPORTS TRAVAILLISTES" and "SPORT CORPORATIF" are used to describe workplace sports.

China

- Regulations: China has a structured policy framework, including the "Guiding Opinions on Promoting Sports-for-Health Initiatives", which aims to integrate physical activity into workplace culture.
- Best practices: Popular activities include table tennis, badminton, running, walking, and yoga. Industry-specific sports associations play a significant role in organizing these activities.
- Cultural understanding: Chinese workplace culture emphasizes health and well-being, productivity, social cohesion, and corporate social responsibility (CSR). Physical activity is often linked to mental health benefits, such as stress reduction and improved focus.
- Definitions: Terms like "企业体育 (Qǐ yè Tǐ yù)" and "工间操 (gong jian cao)" are commonly used to describe workplace physical activities.

Morocco

- Regulations: Morocco does not have a specific legal framework for workplace physical activity, but the APSEM "sportive company" label encourages companies to promote sports.

- Best practices: Common activities include running, fitness, football, padel, tennis, and golf, primarily in multinational companies.
- Cultural understanding: Moroccan workplace culture values health and well-being, productivity, social cohesion, CSR, and professional development. Physical activity is increasingly recognized as a tool for improving mental health and preventing chronic diseases.
- Definitions: Terms like "Quality of Life at Work (QVT)" and "on-site sport/coaching" are used to describe workplace physical activities.

Comparative analysis

- Regulations: While China has a structured policy framework, Mali and Morocco lack specific regulations, relying instead on organizational initiatives.
- Best Practices: China and Morocco have more structured and diverse activities compared to Mali, where activities are often informal and community-driven.
- Cultural understanding: All three countries emphasize health, productivity, and social cohesion, but China and Morocco also highlight CSR and professional development.
- Definitions: Each country uses unique local terminologies to describe workplace physical activities, reflecting cultural nuances.

2.3. Challenges and Opportunities

In **Mali**, the main challenge lies in budget constraints, which significantly limit the development and sustainability of workplace physical activity programs. However, opportunities exist through community-driven initiatives and the establishment of partnerships with local sports organizations, which could help overcome financial limitations and foster greater participation.

In **China**, several challenges persist, notably the fact that some enterprises do not prioritize physical activity, combined with high work intensity that can discourage employee participation. At the same time, the context offers strong opportunities, supported by robust public policies, the rapid development of the sports industry, and continuous improvements in sports venues and facilities, creating a favorable environment for workplace physical activity initiatives.

In **Morocco**, the implementation of physical activity programs in the workplace faces multiple challenges, including low employee engagement, time constraints, the lack of dedicated spaces, and financial limitations, particularly for small and medium-sized enterprises. Nevertheless, significant opportunities are emerging, driven by the hosting of major international sports events such as the World Cup and the Africa Cup of Nations (CAN), as well as a growing awareness of the importance of physical activity for health and well-being.

2.4. Key findings resume

The analysis highlights that physical activity in the workplace is widely perceived as a strong added value for both employees and organisations. According to the Move at Work (M@W) project, 79% of employees consider workplace sport to be a major factor of attractiveness, while 94% of employees who participate in such initiatives report high levels of satisfaction. Despite these positive perceptions, the actual level of implementation remains limited, as only around 20% of companies currently offer structured sports or physical activity programs in a professional context. Workplace physical activity is closely associated with multiple benefits, including improved health and well-being, enhanced productivity and performance, stronger social cohesion and team spirit, contributions to corporate social responsibility (CSR), and support for professional development.

The ecosystem of workplace physical activity involves a wide range of stakeholders with complementary roles. At the political level, key actors include the European Commission, the European Parliament, the Council of the European Union, as well as national governments and local authorities. Within the sports sector, Olympic Committees, European associations, company sport federations, and private companies play a central role in implementation and promotion. Health-related stakeholders such as the European Agency for Safety and Health at Work, public health NGOs, and public administrations contribute expertise on prevention and well-being, while economic actors—including chambers of commerce, trade unions, banks, consulting firms, and companies of all sizes—support deployment and scaling. Research institutions, universities, think tanks, and associations of sports educators provide evidence-based insights, evaluation tools, and training support.

The current state of workplace physical activity varies considerably across regions and sectors, ranging from emerging initiatives to fully integrated programs embedded in company culture. Commonly proposed activities include yoga, walking programs, group fitness classes, meditation, and

ergonomics-related interventions. These initiatives are implemented across a broad spectrum of organisational contexts, including large multinational corporations, small and medium-sized enterprises, small businesses, public sector organisations, and, in some cases, the informal economy.

Several recurring challenges continue to limit wider adoption, notably budget constraints, lack of time, insufficient or inadequate facilities, and low levels of employee engagement. At the same time, important opportunities exist through international networks, certification schemes, and structured support programs, which can facilitate knowledge sharing, standardisation, and continuous improvement.

At the international level, the European Federation for Company Sport (EFCS) and the World Federation for Company Sport (WFCS) play a pivotal role in promoting workplace physical activity. Through long-standing initiatives and frameworks such as the Workplace Active Certification (WAC), these organisations have contributed significantly to driving change, supporting national federations, and fostering a sustainable culture of physical activity in the workplace.

Overall, the findings confirm that workplace physical activity is increasingly recognised as a key driver of employee well-being and organisational performance, yet remains underdeveloped in most companies. Employee satisfaction and engagement are demonstrably higher where such programs are implemented, but barriers related to time, space, and financial resources persist. National federations emerge as crucial intermediaries between institutions and enterprises, while international frameworks such as WAC provide scalable and transferable models for certification and continuous improvement. Strong interest is also observed in South–North and South–South cooperation, particularly through federations such as FEMASTA (Mali), CESA (Senegal), and APSEM (Morocco). Finally, the development of a future international barometer could play a key role in harmonising data, indicators, and impact measurement of workplace physical activity worldwide.

3. Recommendations, inspiration, and potential synergies

3.1. Recommendations for each country

In **Mali**, recommendations focus on establishing enabling conditions for the development of workplace physical activity (WPA). At the policy level, the creation of a legal and institutional framework, including

incentives for companies, would provide essential legitimacy and sustainability. From a practical perspective, promoting low-cost activities and strengthening partnerships with local sports organizations can help overcome financial constraints and widen access, particularly for small structures. Culturally, awareness-raising campaigns highlighting the health, social, and economic benefits of physical activity—supported by visible leadership engagement—are key to embedding WPA practices in organizational habits.

In **China**, the policy priority is to build on the existing framework by extending incentives to small and medium-sized enterprises, which currently face greater barriers to implementation. In practice, the development of industry-specific sports associations could facilitate the sharing of best practices and encourage coordinated national initiatives. From a cultural standpoint, promoting regular exercise and a better work-life balance through structured corporate wellness programs would help counterbalance high work intensity and foster long-term employee engagement.

In **Morocco**, policy recommendations emphasize strengthening the APSEM “sportive company” label and introducing fiscal incentives to encourage companies to invest in workplace sports. Practically, partnerships with multinational companies could create new opportunities, resources, and visibility for WPA initiatives. Culturally, increasing employee engagement through targeted awareness campaigns and strong leadership involvement is essential to ensure participation and sustainability.

3.2. Inspiration from international best practices

Cross-country learning offers valuable inspiration. Mali could draw on China’s experience with industry-specific sports associations and structured policy frameworks to reinforce coordination and governance. China, in turn, could explore Morocco’s APSEM “sportive company” label as a recognition and incentive mechanism for companies actively promoting workplace sports. Morocco could benefit from Mali’s experience with low-cost activities and community-based engagement, which may help make physical activity more accessible to SMEs and organizations with limited resources.

3.3. Potential synergies beyond the European level

Beyond the European context, significant synergies can be developed through enhanced international collaboration. Establishing international networks dedicated to sharing best practices, tools, and resources would benefit all participating countries. The creation of common platforms for knowledge exchange and joint initiatives could foster innovation, scalability, and mutual learning. In addition, the development of an international certification system recognizing organizations that promote workplace physical activity would serve as a strong incentive for global engagement and standardization.

The interaction between international and European levels can be mutually reinforcing. From the international to the European level, successful policies, practices, and cultural approaches could be adapted to strengthen European WPA programs, improve engagement, and enrich workplace wellness through cultural exchange. Conversely, Europe can contribute by sharing its regulatory frameworks, standards, and best practices, exporting proven models and encouraging diversity and cultural integration within global workplace wellness initiatives.

3.4. Operational recommendations at EFCS/WFCS level

At the operational level, EFCS and WFCS are well positioned to act as catalysts. Key actions include integrating a dedicated “low-resource environments” module into the *Move at Work (M@W)* training, fostering mentoring partnerships with African and Asian federations, and developing national action plans alongside locally adapted versions of the *Workplace Active Certification (WAC)* criteria in partnership with federations such as FEMASTA, CESA, and APSEM. Additional priorities include supporting federations in identifying funding opportunities for international sports development, launching pilot initiatives in key sectors, and deploying shared digital tools such as a knowledge hub, federation and company twinning schemes, multilingual webinars, and translated e-learning modules.

The identification and promotion of collaborative projects and best practices is also essential. Examples include initiatives such as the *Course de la Diversité* in Francophone Africa, conferences organized alongside general assemblies (as already implemented in Morocco), scheduled webinars (notably those planned for 27 November and 15 December 2025), and the development of MOOCs dedicated to workplace physical activity.

Main recommendations

Policy recommendations

Encourage the development and implementation of national and EU-level policies that support physical activity in the workplace. These policies should include incentives for companies to adopt workplace PA programs and ensure compliance with health and safety standards.

Stakeholder engagement

Foster collaboration among all stakeholders, including public institutions, private companies, NGOs, and research institutions. This holistic approach will ensure that workplace PA programs are well-supported and effectively implemented.

Resource allocation

Allocate adequate resources for training, facilities, and programs to support workplace physical activity. This includes financial resources, human resources, and infrastructure to ensure the sustainability of PA initiatives.

Awareness and education

Promote awareness campaigns and educational programs to highlight the benefits of workplace physical activity. These initiatives should target both employers and employees to encourage participation and support.

Monitoring and evaluation

Implement robust monitoring and evaluation frameworks to assess the impact and progress of workplace PA programs. Regular evaluations will help identify areas for improvement and ensure that programs are meeting their objectives.

International collaboration

Strengthen international collaboration and knowledge-sharing platforms to facilitate the exchange of best practices and innovative solutions. This will help create a global community of practice focused on promoting workplace physical activity.

Certification and standards

Promote the adoption of certification frameworks, such as the Workplace Active Certification (WAC), to recognize and reward organizations that implement effective workplace PA programs. These standards will help ensure consistency and quality across different initiatives.

Alignment with Move at Work (M@W) and Workplace Active Certification (WAC)

The *Move at Work (M@W)* project, co-funded by the Erasmus+ Programme of the European Commission, aims to recognize and reward organizations that successfully implement physical activity programs for their employees. To strengthen the alignment of EFCS/WFCS initiatives with M@W and WAC frameworks, the following actions are recommended:

- Develop coherent national and regional WPA policies supported by interministerial cooperation, ensuring that workplace physical activity is embedded within broader public health and employment strategies.
- Strengthen capacity-building for federations and HR leaders by providing tailored training, resources, and mentorship to enable effective program implementation and sustainability.
- Invest in e-learning and multilingual tools to raise awareness, facilitate training, and ensure accessibility for diverse stakeholders across different countries and organizational contexts.
- Create a shared digital platform (knowledge hub) to foster international exchange, share best practices, and encourage collaboration among federations, companies, and experts.
- Integrate WPA indicators into CSR and sustainable performance frameworks, enabling organizations to measure, report, and continuously improve the impact of physical activity initiatives on employee well-being, productivity, and organizational performance.

This approach ensures that EFCS/WFCS activities are strategically aligned with proven European frameworks, supporting scalable, high-impact, and sustainable workplace physical activity programs.

3.5. Evaluation indicators and a global/national workplace physical activity barometer

To support evidence-based decision-making, a harmonized set of evaluation indicators is proposed for the creation of a global or national workplace physical activity barometer. These indicators cover institutional and policy frameworks, company practices, resources and infrastructure, impacts on employees, and culture and awareness. For each country, these dimensions could be synthesized into a global score, complemented by specific indices related to policy frameworks, deployment in companies, employee engagement, available resources, and measurable impacts. Comparable KPIs would allow meaningful international benchmarking, supported by mixed data collection methods such as pre- and post-surveys, focus groups, and anonymized HR indicators.

3.5. Evaluation indicators and a global/national workplace physical activity barometer

To enable evidence-based decision-making, a harmonized set of evaluation indicators is proposed for the development of a **global or national workplace physical activity (WPA) barometer**. These

indicators cover five complementary dimensions: institutional and policy frameworks, corporate practices, resources and infrastructure, employee impacts, and organizational culture and awareness.

For each country, these dimensions can be combined into a **composite global score**, complemented by specific sub-indices reflecting policy frameworks, company deployment, employee engagement, available resources, and measurable impacts. Comparable KPIs will allow meaningful international benchmarking. Data collection can leverage **mixed methods**, including pre- and post-surveys, focus groups, and anonymized HR metrics.

a. Institutional and policy frameworks

- Presence of a national policy or official guidelines to promote workplace physical activity (yes/no, date of adoption).
- National labels or certifications (e.g., WAC, APSEM “Sportive Company”): number of certified companies, sector coverage.
- Fiscal or regulatory incentives: existence and measurable impact.
- Presence of coordinating organizations: sports federations, professional associations, public initiatives.
- Participation in international networks or European/global projects.

b. Corporate practices

- Type and diversity of activities: team sports, fitness, walking, yoga, wellness workshops, etc.
- Accessibility: proportion of companies offering at least one regular activity; coverage across SMEs vs. large companies.
- Frequency and regularity: average number of sessions per week per company.
- Employee participation: % of employees involved.
- Integration into corporate culture: management-sponsored activities, inclusion in CSR strategy.
- Innovation and best practices: internal clubs, inter-company challenges, themed events.

c. Resources and infrastructure

- Dedicated spaces: gyms, sports fields, locker rooms, outdoor areas.
- Annual budget allocated to WPA per company.

- Qualified personnel: number of internal/external coaches, trainers, or facilitators.
- External partnerships: local sports clubs, equipment suppliers, sponsors.

d. Employee impacts

- Health and well-being: % of employees reporting improved physical or mental health.
- Absenteeism and turnover: changes linked to WPA programs.
- Employee satisfaction and engagement: QWL/QVT scores, internal NPS.
- Productivity and performance: self-reported metrics and HR indicators (where available).

e. Culture and awareness

- Internal communication: frequency of campaigns and types of communication channels used.
- Leadership and management engagement: presence of internal champions, executive participation.
- Adoption of international best practices: e-learning, WAC certification, participation in Move at Work (M@W) projects.

f. Synthesis for national / global barometer

For each country, a barometer can include:

- **Global score:** weighted combination of the five dimensions (e.g., institutional 20%, practices 30%, resources 20%, impacts 20%, culture 10%).
- **Specific indices:**
 - Policy / legal framework
 - Deployment in companies
 - Employee engagement
 - Available resources
 - Measurable impacts

Example quantifiable KPIs for international comparison:

1. % of companies offering at least one regular physical activity.
2. % of employees participating at least once per week.
3. Average number of activities offered per company.

4. Number of companies certified WAC or equivalent national label.
5. Average WPA budget per employee (€/year).
6. Number of active national federations or organizations in WPA.
7. Reduction in absenteeism or improvement in well-being scores (where data available).

Data collection methods: pre/post surveys, focus groups, anonymized HR indicators.

4. Conclusion & future outlook

This report highlights the clear benefits of workplace physical activity (WPA) for employees and organizations, including improved health and well-being, higher productivity, stronger social cohesion, and contributions to corporate social responsibility and professional development. While these benefits are widely recognized, actual implementation remains limited, with challenges such as budget constraints, limited time, insufficient facilities, and low employee engagement. Differences across countries—emerging initiatives in Mali, structured frameworks in China, and growing programs in Morocco—underline the importance of context-sensitive approaches.

Looking ahead, advancing WPA globally will require coordinated efforts across policy, companies, and federations. Strengthening national and regional policies, expanding recognition and certification programs, and integrating WPA into broader health, CSR, and sustainability strategies are key. Practical steps include supporting SMEs and low-resource environments with accessible programs, enhancing monitoring and evaluation to measure impact, and fostering international collaboration for knowledge sharing, mentorship, and best practices. By taking these actions, stakeholders can create a sustainable culture of workplace physical activity that benefits employees, organizations, and society as a whole.

6. Annexes

- Annexe 1 Mali State of art - PA at workplace form
- Annexe 2 Morrocco State of art - PA at workplace form
- Annexe 3 China State of art - PA at workplace form
- Move at work Guidebook and resources: <https://www.efcs.org/company-sport/>

Annexe 1

Formulaire – Contribution au rapport d’opportunité sur le développement international du sport en milieu professionnel

Informations collectées par les Fédération Européennes et Mondiale du Sport d’Entreprise (EFCS, WFCS) pour préparer une analyse globale sur la manière dont les pratiques d’activité physique peuvent être développées dans le monde, en s’appuyant sur l’expérience européenne

1. Informations générales

Pays : MALI

Nom de l’organisation : FEDERATION MALIENNE DES SPORTS TRAVAILLISTES ET AMATEURS (FEMASTA)

Nom et fonction de la personne de contact : BOUBACAR DOUMBIA

2. Définition et compréhension culturelle générale

Quelles valeurs sont généralement associées à l’activité physique en milieu professionnel dans votre pays ?

- Santé et bien-être
- Productivité et performance
- Cohésion sociale et esprit d’équipe
- Responsabilité sociétale des entreprises (RSE)
- Développement professionnel (ex. : leadership, discipline, résilience, compétition)
- Autre (veuillez préciser) :

Merci de détailler vos réponses :

Terminologie locale : Existe-t-il un terme ou une expression spécifique utilisée pour décrire l’activité physique en milieu professionnel ou dans l’environnement de travail (par ex. sport d’entreprise) ?

Si oui, veuillez indiquer le terme dans votre langue et en donner la signification :

- **SPORTS TRAVAILLISTES**
- **SPORT CORPORATIF**



Moment de la pratique : quand l'activité physique est-elle généralement pratiquée en milieu professionnel ?

- Pendant les heures de travail
- Pendant les pauses
- Après le travail
- Uniquement lors d'événements spéciaux
- Autre (veuillez préciser) : PENDANT LES COMPETITIONS SPORTIVES (LES WEEK-END)

Merci de détailler vos réponses :

L'activité physique est-elle liée à la santé mentale ou au bien-être émotionnel dans le discours public ou dans les pratiques professionnelles ?

- Oui
- Non
- Partiellement

Si oui, veuillez expliquer (par ex. réduction du stress, prévention du burn-out, programmes de pleine conscience...) :

3. Contexte économique et du marché du travail

Structure du marché du travail : Quels types d'entreprises sont les plus courants dans votre pays ?

- Grandes multinationales
- Entreprises de taille moyenne
- Petites entreprises / PME
- Secteur public / administration
- Économie informelle / travail non déclaré
- Autre (veuillez préciser) : LES BANQUES ET LES ASSURANCES

Principaux secteurs économiques : quels sont les secteurs d'activité dominants dans votre pays ? (par ex. services, industrie, agriculture, économie numérique, commerce...)

SERVICES BANCAIRES, COMMERCE, AGRICULTURE

Types d'emplois et organisation du travail : Quels types d'emplois sont les plus fréquents ? (manuels, de bureau, orientés vers les services, mixtes, etc.)

EMPLOYE DE COMMERCE, BUREAU, AGRICULTURE

Quelle est la durée légale/standard de travail par semaine ? (en heures)

CA DEPEND

Quelle est la proportion du télétravail/travail flexible ?

AUCUNE IDEE

Quel est le taux de chômage approximatif dans votre pays (chiffre ou tendance) ?

LE TAUX DE CHOMAGE EST TRES ELEVE

Le travail non déclaré / informel est-il significatif ?

- Oui
- Non
- Partiellement

Si oui, précisez (part approximative, principaux secteurs concernés) :

4. Panorama du marché du sport en entreprise

Quels sont les chiffres clés de l'activité physique en milieu professionnel dans votre pays ?

(Combien d'entreprises publiques/privées impliquées, nombre d'employés, etc.)

UNE CINQUANTAINE D'ENTREPRISES, UNE VINGTAINE DE SERVICES PUBLIQUES SOIENT ENVIRON 1200 EMPLOYÉS

Quel est le niveau global de développement de l'activité physique en entreprise dans votre pays ?

- Inexistant
- Émergent
- En développement
- Structuré
- Intégré dans la culture d'entreprise

Merci d'expliquer votre réponse :

Quels types d'activités sont le plus souvent proposés en milieu de travail ?

(par ex. yoga, marche, cours collectifs, méditation, ergonomie...)

MARCHE, FUTSAL, FOOTBALL, VOLLEYBALL DES FEMMES TRAVAILLEUSES, TIR A LA CORDE, PETANQUE, ETC.

Dans quel type d'entreprises l'activité physique et sportive en milieu professionnel est-elle la plus développée dans votre pays ?

(taille, secteurs économiques, public/privé, typologie, zones rurales/urbaines, culture d'entreprise, etc.)

BANQUES ET ENTREPRISES BTP

Pouvez-vous donner 1 à 3 exemples de bonnes pratiques (entreprises, partenariats, politiques, initiatives, programmes) dans votre pays ?

Une réponse détaillée avec données/photos est appréciée.

5. Parties prenantes et écosystème

Qui sont les principaux acteurs qui promeuvent l'activité physique en milieu professionnel dans votre pays ?

- Institutions publiques (par ex. Ministères du Sport, de la Santé, du Travail)
- Collectivités locales
- Fédérations ou organisations sportives
- Prestataires privés ou plateformes de bien-être
- Mutuelles, compagnies d'assurance
- ONG ou organisations de la société civile
- Autre (veuillez préciser) : LES SYNDICATS DES TRAVAILLEURS

Merci de détailler vos réponses :

Comment l'activité physique en milieu professionnel est-elle généralement organisée dans votre pays ?

Est-elle initiée par les employés eux-mêmes, par l'entreprise (RH, direction), via des partenariats avec des associations sportives, ou par d'autres organisations ?

LA FEMASTA, CERTAINS SYNDICATS DES TRAVAILLEURS

Les représentants des employés ou les syndicats sont-ils impliqués ou favorables à ces initiatives ?

- Oui
- Non
- Variable selon les secteurs

Existe-t-il des organisations faitières ou des programmes nationaux encourageant l'activité physique en milieu professionnel ?

LA FEMASTA

6. Cadre légal, politique et de certification

Existe-t-il des cadres légaux/politiques/programmes publics qui soutiennent l'activité physique au travail (national, régional, local) ?

(par ex. incitations fiscales, stratégies nationales, obligations)

PAS VRAIMENT

Existe-t-il des normes, labels ou certifications encourageant les entreprises à adopter des programmes d'activité physique ?

(par ex. "Entreprise en santé", ISO, certifications publiques...)

NON

7. Défis et opportunités

Quels sont les obstacles/défis au développement de l'activité physique en milieu professionnel ?

(par ex. budget, temps, infrastructures, engagement des employés)

BUDGET

Quel type de soutien ou de ressources aiderait votre organisation à promouvoir plus efficacement la santé et l'activité physique au travail ?

SOUTIEN TECHNIQUE

Quelles sont les principales réussites ou pratiques prometteuses ?

Quelles opportunités voyez-vous dans les 5 à 10 prochaines années ?

7. Move At Work project

Votre organisation serait-elle intéressée à participer à [un réseau international](#) pour promouvoir l'activité physique en milieu professionnel ?

OUI

Quel est votre avis sur l'idée d'une certification internationale visant à auditer, certifier et récompenser les organisations (entreprises, institutions, fédérations, associations, etc.) qui promeuvent la santé et le bien-être au travail par l'activité physique ?

CA SERAIT FORMIDABLE

Quelle serait la pertinence d'un tel programme pour votre organisation, et quelles seraient vos principales attentes ?

Notez de 1 (pas pertinent) à 5 (très pertinent).

5

Connaissez-vous la certification Active Workplace (WAC)

(<https://register.activeworkplacecertification.eu/>) ?

Existe-t-il un système similaire dans votre pays ? Pensez-vous qu'il soit pertinent ?

Merci de donner une réponse détaillée.

NON IL N'EXISTE UN SYSTEME SIMILAIRE DANS NOTRE PAYS.

IL EST TRES PERTINENT.

Avez-vous des recommandations globales pour aider à promouvoir l'activité physique au travail dans différents pays ?

IL FAUT DES FORMATIONS A PLUSIEURS NIVEAUX (FEDERATIONS, LIGUES REGIONALES, LES SYNDICATS DES TRAVAILLEURS, LES COACHS ET RESPONSABLES SPORTIFS, ETC.)

9. Fédération nationale (le cas échéant)

À remplir uniquement si vous représentez une fédération ou une structure nationale dédiée au sport ou à l'activité physique en milieu professionnel.

Nom de la fédération	FEDERATION MALIENNE DES SPORTS TRAVAILLISTES ET AMATEURS
Type d'organisation (organisation à but non lucratif, organisation privée, etc.) :	A BUT NON LUCRATIF
Pays:	MALI
Nom du Président:	BOUBACAR DOUMBIA
Email address:	BDOUMBIA@FEMASTA.COM
Phone:	+22373921564
Nom de la personne chargée des activités opérationnelles et quotidiennes :	MOHAMED CISSE
Email address:	CONTACT.FEMASTA@GMAIL.COM
Phone:	+22366980987
Adresse postale:	5056 BAMAKO
Réseaux sociaux (URL link):	
Facebook:	FEMASCO MALI
LinkedIn:	
Instagram:	
Twitter:	
Autres supports de communication (avec lien URL et fichier joint) :	
Brochure de présentation:	BROCHURE DE LA SAISON 2024/2025
Vidéo de présentation:	
Nombre de sports représentés (précisez lesquels) :	FUTSAL, TIR A LA CORDE, MARCHE ET VOLLEYBALL DES FEMMES TRAVAILLEUSES
Nombre de clubs/entreprises/structures membres	102
Nombre de membres individuels :	60

Faits et chiffres concernant l'histoire de la fédération (par exemple, date de création...) :	EN TANT QU'ASSOCIATION DEPUIS OCTOBRE 2018 EN TANT QUE FEDERATION DEPUIS 26 MARS 2022
Division géographique et administrative de la fédération (ex : comités régionaux...) :	1 BUREAU FEDERAL, 6 LIGUES REGIONALES
Relations officielles et liens avec les autorités publiques (ministères, comité olympique, entreprises, représentants syndicaux...) :	OBTENTION D'UN AGREMENT DU MINISTERE DES SPORTS
Influence sur votre territoire (local, régional, national ou international) :	DELEGATION DE POUVOIR DU MINISTERE DES SPORTS POUR L'ORGANISATION DES ACTIVITES PHYSIQUES ET SPORTIVES
Nombre d'employés :	3 PERMANENTS, 9 EMPLOIS TEMPORAIRES
Nombre bénévoles:	9 BENEVOLES AU NIVEAU DU BUREAU FEDERAL 9 BENEVOLES PAR LIGUE REGIONALE (63 AU TOTAL)
Événements majeurs (avec personnalités importantes et description) :	CHAMPIONNAT ET COUPE DU MALI FUTSAL TRAVAILLISTE, JEU DE TIR A LA CORDE, FORMATION CONTINUE DES COACHS, DES ADMINISTRATEURS SPORTIFS, DES CADRES SYNDICALES, MARCHÉ SPORTIVE, CONFERENCE DE PRESSE, ETC
Menez-vous des activités de plaidoyer/lobbying ?	NON
Votre organisation est-elle membre d'une organisation internationale de coopération ?	OUI

Evenements/activités:

Nom de l'événement /activité	Description de l'événement (tournoi, défi, conférence, séminaire, webinaire, team building, etc.)	Objectifs (sport, bien-être, inclusion, réseautage, sensibilisation, formation, etc.)	Public cible et nombre de participants	Lieu	Fréquence (ponctuelle, récurrente, annuelle, etc.)
7EME EDITION DU CHAMPIONNAT FUTSAL			ENTREPRISES ET BANQUES	BAMAKO ET LES 6 LIGUES	
4EME EDITION DE LA COUPE DU MALI FUTSAL				BAMAKO	
2EME EDITION DE LA SUPER COUPE FUTSAL				BAMAKO	
2EME EDITION DU TOURNOI				BAMAKO	

TIR A LA CORDE DAME					
MARCHE SPORTIVE CITOYENNE SUIVI DES SEANCES DE YOGA, TEAM BUILDING				BAMAKO	

Annexe 2

Formulaire – Contribution au rapport d’opportunité sur le développement international du sport en milieu professionnel

Informations collectées par les Fédération Européennes et Mondiale du Sport d’Entreprise (EFCS, WFCS) pour préparer une analyse globale sur la manière dont les pratiques d’activité physique peuvent être développées dans le monde, en s’appuyant sur l’expérience européenne

1. Informations générales

Pays : **Maroc**

Nom de l’organisation : **APSEM**

Nom et fonction de la personne de contact : **M. Othmane IBNGHAZALA**

2. Définition et compréhension culturelle générale

Quelles valeurs sont généralement associées à l’activité physique en milieu professionnel dans votre pays ?

X Santé et bien-être

X Productivité et performance

X Cohésion sociale et esprit d’équipe

X Responsabilité sociétale des entreprises (RSE)

X Développement professionnel (ex. : leadership, discipline, résilience, compétition)

X Autre (veuillez préciser) :

Merci de détailler vos réponses :

Le sport est de plus en plus utilisé comme vecteur de développement social et environnemental. Il s’impose comme outil RSE de premier plan. Par ailleurs, la dimension dépassement de soi autour d’un objectif commun a incité les professionnels du capital humain à ériger le sport en tant que catalyseur des valeurs de l’entreprise.



Terminologie locale : Existe-t-il un terme ou une expression spécifique utilisée pour décrire l'activité physique en milieu professionnel ou dans l'environnement de travail (par ex. sport d'entreprise) ?
Si oui, veuillez indiquer le terme dans votre langue et en donner la signification :

La qualité de vie au travail QVT
Le sport (ou les coachings) "sur site"
Les team buildings sportifs

Moment de la pratique : quand l'activité physique est-elle généralement pratiquée en milieu professionnel ?

- Pendant les heures de travail
- X Pendant les pauses
- X Après le travail
- Uniquement lors d'événements spéciaux
- Autre (veuillez préciser) :

Merci de détailler vos réponses :

Au Maroc, bien que la majorité des entreprises ne disposent pas de salle de sport en interne, certaines encouragent la pratique d'une activité physique en finançant partiellement ou totalement l'abonnement de leurs employés à une salle de sport extérieure.

L'activité physique est-elle liée à la santé mentale ou au bien-être émotionnel dans le discours public ou dans les pratiques professionnelles ?

- X Oui
- Non
- Partiellement

Si oui, veuillez expliquer (par ex. réduction du stress, prévention du burn-out, programmes de pleine conscience...) :

L'activité physique est clairement reconnue aujourd'hui comme un levier important pour la santé mentale et le bien-être émotionnel, aussi bien dans le discours public que dans les pratiques professionnelles. Cette approche intégrée (corps-esprit) est en train de devenir une norme de santé au travail dans de nombreux pays, y compris progressivement au Maroc.

3. Contexte économique et du marché du travail

Structure du marché du travail : Quels types d'entreprises sont les plus courants dans votre pays ?

- Grandes multinationales
- X Entreprises de taille moyenne
- X Petites entreprises / PME
- X Secteur public / administration
- Économie informelle / travail non déclaré
- Autre (veuillez préciser) :

Principaux secteurs économiques : quels sont les secteurs d'activité dominants dans votre pays ?
(par ex. services, industrie, agriculture, économie numérique, commerce...)

Services

Types d'emplois et organisation du travail : Quels types d'emplois sont les plus fréquents ?
(manuels, de bureau, orientés vers les services, mixtes, etc.)

Le travail de bureau est le plus fréquent en milieu urbain

Quelle est la durée légale/standard de travail par semaine ? (en heures)

44 heures

Quelle est la proportion du télétravail/travail flexible ?

Le télétravail est sous exploité au Maroc

Quel est le taux de chômage approximatif dans votre pays (chiffre ou tendance) ?

12,80%

Le travail non déclaré / informel est-il significatif ?

Oui

Non

Partiellement

Si oui, précisez (part approximative, principaux secteurs concernés) :

Commerce, domaine agricole

4. Panorama du marché du sport en entreprise

Quels sont les chiffres clés de l'activité physique en milieu professionnel dans votre pays ?
(Combien d'entreprises publiques/privées impliquées, nombre d'employés, etc.)

14 entreprises privées au Maroc ont le label société sportive

Quel est le niveau global de développement de l'activité physique en entreprise dans votre pays ?

Inexistant

Émergent

En développement

Structuré

Intégré dans la culture d'entreprise

Merci d'expliquer votre réponse :

Au Maroc, l'activité physique en milieu professionnel connaît un développement croissant, porté par des initiatives telles que celles de la MDJS (Marocaine des Jeux et des Sports) et de la CGEM, notamment à travers l'APSEM (Association pour le Sport en Entreprise au Maroc)



Quels types d'activités sont le plus souvent proposés en milieu de travail ?

(par ex. yoga, marche, cours collectifs, méditation, ergonomie...)

Course à pied, fitness en salle de sport, football, padel, tennis et golf

Dans quel type d'entreprises l'activité physique et sportive en milieu professionnel est-elle la plus développée dans votre pays ?

(taille, secteurs économiques, public/privé, typologie, zones rurales/urbaines, culture d'entreprise, etc.)

Multinationales

Pouvez-vous donner 1 à 3 exemples de bonnes pratiques (entreprises, partenariats, politiques, initiatives, programmes) dans votre pays ?

Une réponse détaillée avec données/photos est appréciée.

Morocco corporate golf cup

Botola intelcia

International seven cup

5. Parties prenantes et écosystème

Qui sont les principaux acteurs qui promeuvent l'activité physique en milieu professionnel dans votre pays ?

Institutions publiques (par ex. Ministères du Sport, de la Santé, du Travail)

Collectivités locales

Fédérations ou organisations sportives

Prestataires privés ou plateformes de bien-être

Mutuelles, compagnies d'assurance

ONG ou organisations de la société civile

Autre (veuillez préciser) :

Merci de détailler vos réponses :

L'ex-ministre de l'Éducation nationale, du Préscolaire et des Sports, M. Chakib Benmoussa, a affirmé, que la promotion de la pratique sportive en milieu professionnel représente un levier essentiel pour améliorer la compétitivité des entreprises.

Prenant la parole lors de l'ouverture du Forum du sport en entreprise, organisé par l'APSEM (Association pour la Promotion du Sport en Entreprise au Maroc), la FMPS (Fédération Marocaine des Professionnels du Sport) et la CGEM (Confédération Générale des Entreprises du Maroc), sous le thème « *Sport en entreprise, un pari gagnant pour le collaborateur et l'employeur* », M. Benmoussa a mis en avant le rôle du sport comme outil d'intégration sociale.

Il a également souligné l'importance d'encourager l'exercice physique au sein des entreprises, car cela favorise non seulement la cohésion d'équipe et l'amélioration de la performance des collaborateurs, mais contribue également à la préservation de leur santé et de leur bien-être



Comment l'activité physique en milieu professionnel est-elle généralement organisée dans votre pays ?

Est-elle initiée par les employés eux-mêmes, par l'entreprise (RH, direction), via des partenariats avec des associations sportives, ou par d'autres organisations ?

Les employés eux même : ce sont les employés qui ont demandé le sponsoring de la course saharouia
Direction RH : les grandes entreprises organisent de plus en plus de team building sportif.

Lorsque le top management pratique une activité sportive celle-ci est davantage proposé aux salariés

Les représentants des employés ou les syndicats sont-ils impliqués ou favorables à ces initiatives ?

Oui

Non

Variable selon les secteurs

Existe-t-il des organisations faitières ou des programmes nationaux encourageant l'activité physique en milieu professionnel ?

- Association de Promotion du Sport en Entreprise au Maroc (APSEM)

6. Cadre légal, politique et de certification

Existe-t-il des cadres légaux/politiques/programmes publics qui soutiennent l'activité physique au travail (national, régional, local) ?

(par ex. incitations fiscales, stratégies nationales, obligations)

Non

Existe-t-il des normes, labels ou certifications encourageant les entreprises à adopter des programmes d'activité physique ?

(par ex. "Entreprise en santé", ISO, certifications publiques...)

Label « entreprise sportive » de l'APSEM

7. Défis et opportunités

Quels sont les obstacles/défis au développement de l'activité physique en milieu professionnel ? (par ex. budget, temps, infrastructures, engagement des employés)

- **Manque d'engagement des salariés car la culture de sport n'est pas partagée par l'ensemble des salariés**
- **Manque de temps**
- **Certaines structures ne peuvent pas disposer d'un espace dédié au sport**
- **Les PME n'ont pas les moyens financiers pour investir dans les activités sportives**



Quel type de soutien ou de ressources aiderait votre organisation à promouvoir plus efficacement la santé et l'activité physique au travail ?

Un label et une étude qui montrent les conséquences positives de la mise en place d'incitation fiscale

Quelles sont les principales réussites ou pratiques prometteuses ?

Morocco corporate golf cup

Botola intelcia

International seven cup

Quelles opportunités voyez-vous dans les 5 à 10 prochaines années ?

- Coupe du monde
- Can
- La prise de conscience de l'importance du sport pour prévenir les maladies chroniques

7. Move At Work project

Votre organisation serait-elle intéressée à participer à [un réseau international](#) pour promouvoir l'activité physique en milieu professionnel ?

Oui

Quel est votre avis sur l'idée d'une certification internationale visant à auditer, certifier et récompenser les organisations (entreprises, institutions, fédérations, associations, etc.) qui promeuvent la santé et le bien-être au travail par l'activité physique ?

La mise en place d'une certification internationale pour récompenser les organisations qui encouragent le sport et le bien-être en entreprise est une idée à fort potentiel. Elle apporterait un cadre structurant, renforcerait la reconnaissance des bonnes pratiques, et inciterait davantage d'organisations à s'engager pour la santé physique et mentale de leurs collaborateurs.

Quelle serait la pertinence d'un tel programme pour votre organisation, et quelles seraient vos principales attentes ?

Notez de 1 (pas pertinent) à 5 (très pertinent).

5 très pertinent

Au-delà de structurer notre politique de bien-être, cette certification serait un levier de reconnaissance et de communication de notre engagement envers la santé de nos collaborateurs.

Connaissez-vous la certification Active Workplace (WAC)

(<https://register.activeworkplacecertification.eu/>) ?

Non

Existe-t-il un système similaire dans votre pays ? Pensez-vous qu'il soit pertinent ?
Merci de donner une réponse détaillée.

Oui, le label entreprise sportive

Avez-vous des recommandations globales pour aider à promouvoir l'activité physique au travail dans différents pays ?

Il faut se concentrer sur les incitations fiscales et financière qui pourraient être faites par le gouvernement et sur les compagnies d'assurance (assurance travail moins chère pour les entreprises certifiées).

9. Fédération nationale (le cas échéant)

À remplir uniquement si vous représentez une fédération ou une structure nationale dédiée au sport ou à l'activité physique en milieu professionnel.

Nom de la fédération	APSEM
Type d'organisation (organisation à but non lucratif, organisation privée, etc.) :	Association à but non lucratif
Pays:	Maroc
Nom du Président:	Younes EL MECHRAFI
Email address:	y.elmechrafi@mdjs.ma
Phone:	06.61.22.94.60
Nom de la personne chargée des activités opérationnelles et quotidiennes :	Othmane IBNGHAZALA
Email address:	othmaneig@gmail.com
Phone:	06.61.55.57.18
Adresse postale:	
Réseaux sociaux (URL link):	https://www.entreprisesportive.ma/fr/
Facebook:	
LinkedIn:	
Instagram:	
Twitter:	
Autres supports de communication (avec lien URL et fichier joint) :	
Brochure de présentation:	
Vidéo de présentation:	

Nombre de sports représentés (précisez lesquels) :	Tous les sports
Nombre de clubs/entreprises/structures membres	N/A
Nombre de membres individuels :	N/A
Faits et chiffres concernant l'histoire de la fédération (par exemple, date de création...) :	N/A
Division géographique et administrative de la fédération (ex : comités régionaux...) :	N/A
Relations officielles et liens avec les autorités publiques (ministères, comité olympique, entreprises, représentants syndicaux...) :	N/A
Influence sur votre territoire (local, régional, national ou international) :	N/A
Nombre d'employés :	N/A
Nombre bénévoles:	N/A
Événements majeurs (avec personnalités importantes et description) :	N/A
Menez-vous des activités de plaidoyer/lobbying ?	N/A
Votre organisation est-elle membre d'une organisation internationale de coopération ?	WFCS

Evenements/activités:

Nom de l'événement /activité	Description de l'événement (tournoi, défi, conférence, séminaire, webinaire, team building, etc.)	Objectifs (sport, bien-être, inclusion, réseautage, sensibilisation, formation, etc.)	Public cible et nombre de participants	Lieu	Fréquence (ponctuelle, récurrente, annuelle, etc.)



Annexe 3

Form – Contribution to the opportunity report on the international development of sport in the workplace

Information collected by the European and World Federation for Company Sport to prepare a global analysis on how physical activity practices can be applied worldwide following the European experience.

1. General

Country: China

Name of the organisation: Chinese Enterprise Sports Association

Name and role of the contact person: Rambo Xu Deputy Secretary-General

2. Definition and general cultural understanding

What values are typically associated with physical activity in a work context in your country?

- Health and well-being
- Productivity and performance
- Social cohesion and team spirit
- Corporate Social responsibility (CSR)
- Professional development (e.g., leadership, discipline, resilience, competition)
- Other (please specify):

Please, details your(s) answers:

Local terminology

Is there a specific local term or expression used to describe physical activity in the workplace or within the work environment (e.g. company sport/ corporate sport..) ? If yes, please indicate the term in your language and provide its meaning:

Yes, there are specific local terms in China to describe physical activity in the workplace. The most commonly used ones are as follows:



企业体育 (Qǐ yè Tǐ yù) : This term focuses more on the organizer of the activity—enterprises. It usually refers to physical activities planned and implemented by enterprises for their employees, such as annual corporate sports meetings, regular basketball teams within the company, or fitness welfare programs. It highlights the leading role of enterprises in promoting physical activity among employees and is commonly used in the context of corporate welfare and team-building.

The most typical example is "gong jian cao" (工间操, workplace exercises), which are simple, easy-to-perform movements designed to relieve physical fatigue from long working hours (such as sitting at a desk) and improve blood circulation. It is widely promoted in public institutions, state-owned enterprises, and large private companies, and is a representative form of daily workplace physical activity in China.

Time of practice: when is physical activity usually practiced in the workplace?

- During working hours
- During breaks
- After work
- Only during special events
- Other (please specify):

Is physical activity linked to mental health or emotional well-being in public discourse or workplace practices?

- Yes
- No
- Partially

If yes, please explain (e.g., stress reduction, burnout prevention, mindfulness programs...):

Sport can act as a "distraction therapy," allowing you to temporarily step away from daily work worries.

Completing a sport and achieving good results can bring a sense of accomplishment. This feeling can boost your self-confidence and self-esteem.

Participating in team sports, fitness classes, or a running club allows you to connect with others. This social interaction can effectively combat loneliness and provide a supportive community, which is very beneficial for mental health.

3. Economic and labour market context

Structure of the labour market: What types of companies are most common in your country?

- Large multinational corporations
- Medium-sized enterprises
- Small businesses / SMEs
- Public sector / administration
- Informal economy / undeclared work
- Other (please specify):

Main economic sectors : what are the main sectors of activity in your country?

Manufacturing, Agriculture, Service Industry, Real Estate, Tech Industry

Types of jobs and work organisation: Which types of jobs are most common?

office-based, service-oriented, mixed

What is the average legal/standard working time per week?

8 Hours

How widespread is remote work/flexible work?

It's not common. Some large multinational corporations allow employees to work from home 1-2 days a week

What is the unemployment rate in your country (approximate figure, or trend)

According to official data released by the National Bureau of Statistics of China, the country's most recently announced unemployment rate is the National Urban Surveyed Unemployment Rate for August 2025. The specific figure is 5.0%.

Is undeclared work / informal employment significant?

- Yes
- No
- Partially

If yes, please specify (approximate share, main sectors concerned):

4. Overview of the company sport market

What are the key figures for physical activity at work in your country? (How many public/private companies are involved, number of employees etc.)

What is the overall development level of workplace physical activity in your country?

- Not present
- Emerging
- Developing
- Structured

✓ Integrated into company culture

Which types of activities are most commonly offered in work environment?

Table tennis, badminton, run, walk, yoga

Could you describe in your country in which types of companies workplace physical and sports activities are most developed (company size, economic sectors, private/public organization, typology, rural/urban, corporate culture, etc.)?

China has a great number of industry-specific sports associations.

The concept originated in the Soviet Union as a product of the socialist system, with the purpose of serving the health of employees within their respective industries. After the founding of the People's Republic of China, these associations were established to widely promote mass sports activities within their industries. On June 30, 1952, the nation's first industry sports association, the China Locomotive Sports Association, was founded. Following this, associations for industries such as coal, finance, police, post and telecommunications, and forestry were also successively established. They even collaborated with the State Sports Commission to create calisthenics routines for specific workers, such as those for textile, iron and steel, coal, and petroleum workers. After the National Games began, these industry sports associations were able to organize participation in various national sports competitions. Following the reform and opening-up period, more associations in industries like petroleum, construction, geology, petrochemicals, automotive, transportation, electronics, and aviation were successively established. They now cover hundreds of thousands of government agencies and enterprises and nearly 400 million employees, serving the function of popularizing mass fitness activities.

Each association excels at different sports. For example, the Communications Sports Association specializes in table tennis and badminton, the Public Security Sports Association is skilled in swimming, while the Metallurgical Sports Association has an international standard in tug-of-war.

Can you give 1 to 3 best-practice examples (companies, partnerships, policy, initiatives, programme) in your country?

Example 1:

As a sponsor of the International Olympic Committee, Hengyuanxiang Group (HYX) has made outstanding contributions to Chinese sports and the Olympic cause. The company also maintains close ties with the China Enterprise Sports Association.

Since 2023, Hengyuanxiang has been the title sponsor of the China Enterprise Sports Association's Guandan tournament (a Chinese poker game), and they have worked together to build a nationwide competition and promote the sport's development.

As of September 2025, over 50 Guandan matches have been held across the country with more than 10,000 participants, making it currently the largest and most influential Guandan competition in China.

Example 2:

China CRRC Group football team made history at the 4th World Corporate Games, defeating the host team BOS in a thrilling penalty shootout to win the 11-a-side football championship. With a perfect record of five wins, the victory marks China's first-ever world championship in football and brings a glimmer of hope to the sport in the country. The Chinese delegation for this event was formed by the China Enterprise Sports Association (CESA), a vice-president unit of the World Federation for Company Sport since 2018, and this was the first time a Chinese employee team had participated in the games. As a global leader in rail transit equipment manufacturing, CRRC Group has invested heavily in employee sports, previously co-hosting the "China Enterprise Health Conference" and collaborating with CESA on physical fitness monitoring and an internal "CRRC Cup" football league.

5. Stakeholders and ecosystem

Who are the main actors promoting workplace physical activity in your country?

- Public institutions (e.g., Ministries of Sport/Health/Labor)
- Local authorities
- Sports federations or organizations
- Private providers or wellness platforms
- Mutual insurance companies, insurance companies
- NGOs or civil society organizations
- Other (please specify):

How is workplace physical activity usually organized in your country?

Circumstances vary across regions, but based on our information, large companies typically hold an annual employee sports meet. The events mainly include soccer, basketball, badminton, table tennis, and brisk walking. These are usually initiated by the labor union and take place internally within the company. At the same time, various industry-specific sports associations also hold corresponding competitions within their respective industries, which have a wider range of participation.

Meanwhile, we (Chinese Enterprise Sports Association) organize nationwide employee sports game. In recent years, the main games we've held are soccer, basketball, badminton, and table tennis. In 2019 and 2024, we also organized the Chinese Employee Beach Games to promote beach sports. The athletes who compete in our events are typically the winners from major companies or from the industry sports association competitions, who then go on to contend for the national championship.

The competitions are usually co-hosted with local governments or sports authorities.

Are employee representatives or trade unions involved in or supportive of these initiatives?

Yes

No

Varies by sector

Are there umbrella organizations or national programs encouraging physical activity at work?

Yes, We (Chinese Enterprise Sports Association) are the organization that leads the development of employee sports in China.

6. Legal, policy and certification environment

Are there public legal/ policy frameworks/programs that support physical activity in the workplace (national, regional, local)?

The General Administration of Sport of China has recently issued the Guiding Opinions on Promoting the High-Quality Development of Sports-for-Health Initiatives, which aims to improve the public service system for national fitness, advance the high-quality development of sports-for-health initiatives, and accelerate the in-depth integration of national fitness and national health.

Core Information

Overall Positioning: Issued by the General Administration of Sport of China, it aims to improve the public service system for national fitness, advance the in-depth integration of sports and health, and contribute to building a leading sports nation and a healthy China.

Core Principles: People-centered, shifting the focus of health management to prevention, promoting coordination among sports, health, education and other sectors, and mobilizing the whole society to participate.

2030 Goal: Establish a government-led, society-coordinated and people-benefiting sports-for-health service system; achieve the popularization of relevant concepts, sound policies, diversified services, sufficient talents and other objectives; and implement sports-for-health work in all provinces (autonomous regions and municipalities directly under the Central Government) across the country.

Four Core Tasks

Build a service system: Popularize sports-for-health concepts, provide life-cycle sports health services for all groups, construct sports-for-health centers, and focus on key groups such as the elderly, children and adolescents, professional groups and women.

Improve the support system: Promote integration across multiple fields, strengthen talent cultivation and scientific research, advance the digitalization and intelligentization of services, and protect personal data privacy.

Stimulate industrial vitality: Drive the development of the sports industry, foster market entities, and promote the manufacturing of sports health equipment and the development of service programs.

Strengthen service implementation: Conduct regular national physical fitness monitoring, promote exercise prescriptions, build a "testing-evaluation-guidance-training" service loop, and establish personal sports health records.

Are there standards, labels or certifications encouraging companies to adopt physical activity programs?

As far as I know, there isn't any.

7. Challenges and opportunities

What are the obstacles/challenges to the development of physical activity in the workplace (e.g., budget, time, facilities, employee engagement) ?

The development of employee sports in China faces multiple practical challenges. At the enterprise level, some units, especially non-public enterprises, do not attach sufficient importance to employee sports, as they are concerned that sports activities may take up production time and affect productivity.

For employees themselves, high work intensity and occupied leisure time, coupled with a lack of exercise habits, have generally reduced their enthusiasm for participation. Meanwhile, their awareness of fitness policies and knowledge is insufficient.

What kind of support or resources would help your organization promote workplace health and physical activity more effectively?

To help Chinese Enterprise Sports Associations more effectively promote workplace health and sports activities, multi-dimensional support and resources are required. In terms of policies, special support policies can be introduced, such as incorporating relevant activities into the national fitness assessment system, offering tax incentives or preferential treatment in merit evaluations to enterprises, and formulating promotion standards to lower the threshold for implementation. For funding and venues, special funds should be set up for subsidies, social capital cooperation encouraged, and government, community and commercial venue resources coordinated for employee use. Professionally and technically, it is necessary to cultivate talents like workplace health instructors and conduct training programs, while providing digital platforms to optimize operations. Additionally, a linkage mechanism between associations, the government, enterprises and media should be established to promote typical cases, and lightweight, customized activity resources provided to meet the needs of different employees, helping associations overcome key challenges in promotion.

What opportunities do you foresee in the next 5–10 years?

In the next 5-10 years, the field of employee sports in China will embrace numerous opportunities. Policy support will be increasingly strengthened. The General Office of the State Council issued the Opinions on Unleashing the Potential of Sports Consumption and Further Promoting the High-Quality Development of the Sports Industry, which proposes that the total scale of the sports industry will exceed 7 trillion yuan by 2030. This provides a sound policy environment for the development of employee sports. Policies encourage trade unions to use membership dues to support employees in

participating in sports and fitness activities or watching sports events, and also encourage qualified regions to issue digital renminbi sports consumption red envelopes. Such measures will directly stimulate employees' enthusiasm for participating in sports activities.

The rapid development of the sports industry will also drive the progress of employee sports. With the in-depth advancement of the national fitness program, sports consumption continues to rise, and the integration of new technologies with sports equipment is accelerating. This will provide employees with more high-quality sports products and services. Meanwhile, the policy orientation of building a multi-event and multi-level competition system will promote the emergence of more down-to-earth mass competitions, such as the "Village Super League" and "Su Super League", offering employees more opportunities to participate in sports events.

In terms of venues and facilities, policies support the transformation of old factories and commercial buildings into sports and fitness venues, and make full use of urban "leftover spaces" to build supporting fitness facilities. Shopping malls, scenic spots and other places are also encouraged to introduce sports formats. These efforts will effectively alleviate the shortage of venues for employee sports. In addition, the "sports +" integrated development trend is becoming prominent. The linkage of business, tourism, culture, sports and health will create more diversified development scenarios and consumption models for employee sports, further promoting the popularization and development of employee sports.

8. Move At Work project

Would your organization be interested in participating in an [international network](#) to promote physical activity in the workplace?

Yes

What is your opinion on the idea of an international certification aimed at auditing, certifying, and rewarding organizations (companies, institutions, federations, associations, etc.) that promote health and well-being at work through physical activity?

I believe the establishment of this international certification holds significant practical significance and long-term value, and represents a positive exploration to promote the integrated development of global workplace health and sports. From the perspective of industry development, it can establish unified and professional evaluation standards, helping various organizations clarify the practical direction of "promoting workplace health through sports" and preventing efforts from becoming a mere formality. For instance, it will guide enterprises to move beyond simply "organizing a few sports matches" and instead design systematic programs centered on core needs such as improving employees' physical fitness and alleviating psychological stress.

For Chinese organizations, this certification is not only an opportunity to align with advanced international experience, forcing us to address shortcomings in workplace health services—such as strengthening scientific sports guidance and improving health data monitoring—but also a platform to showcase the achievements of China's employee sports practices. Models developed by Chinese enterprises, such as the "workplace exercise + health management" and "campus sports ecosystem," can be shared and exchanged with global peers through this certification system.

How relevant do you think such a program would be for your organization, and what would be your main expectations? Rate from 1 (Not relevant) to 5 (Highly relevant).

Are you aware about the Active Workplace Certification (WAC) (<https://register.activeworkplacecertification.eu/>) ? Is there a similar system in your country? Do you think it is relevant? Please provide a detailed answer.

Such a certification already exists in China, but it has not been widely promoted and remains relatively unknown.

9. National Federation (if any)

To be completed only if you represent a national federation or structure dedicated to workplace sport or physical activity.

Name of the federation:	Chinese Enterprise Sports Association (CESA)
Type of structure (non profit organisation, private organisation...):	non profit organisation
Country:	China
President's name:	
Email address:	
Phone number:	
General secretary's name:	Rambo Xu
Email address:	ramboxu@greatgate.com.cn
Phone number:	
Operational and daily activities' person's name:	Xuyang Zhang
Email address:	zhangxuyang@greatgate.com.cn
Phone number:	
Postal address:	3002, Building 1, No.6 Shuguang Xili, Chaoyang District, Beijing, China
Social network IDs (URL link):	
Facebook:	
LinkedIn:	
Instagram:	
Twitter:	
Other communication materials (with URL link and attached file):	www.cesa.org.cn



Presentation brochure:	
Presentation video:	
Number of sports represented (specify which ones):	Football, Basketball, Tennis, Pickleball, Table Tennis, Badminton, Light Volley Ball, Swimming, Bridge, Chess, Chinese Chess, Go,
Number of clubs/companies:	CESA has 234 member units, including 21 national industry sports associations representing sectors such as coal mining, railways, public security, telecommunications, petroleum, electronics, and more.
Number of individual members:	None
Facts and figures on the history of the federation (ex: creation date...):	Chinese Enterprise Sports Association (CESA) was established in 1988 by the General Administration of Sports of the People's Republic of China. Initially known as the National Federation of Enterprise-run Sports Teams, it was officially registered with the Ministry of Civil Affairs in 1991 and later renamed the China Enterprise Sports Association.
Geographical and administrative division of the federation (ex: regional committees...):	CESA is a member of several notable organizations, including the All-China Sports Federation, the Chinese Football Association, the China Enterprise Confederation, the China Entrepreneurs Association, and the World Federation for Company Sport.
Official relationships and links with public authorities (Ministries, Olympic Committee, Companies, Trade Union representatives...):	CESA operates under the oversight of the Ministry of Social Work of the CPC Central Committee, the General Administration of Sports, and the Ministry of Civil Affairs, responsible for party-building, industry management, and registration
Influence on your territory (local, regional, national or international):	National
Number of staff:	18
Number of volunteers:	None
Major events (with major figures and description):	China staff football/basketball/air volleyball/table tennis/badminton/tennis/chess and other individual leagues, as well as comprehensive events of the staff beach games.
Do you carry out advocacy/lobbying activities?	No
Member of any international cooperation organisations?	World Federation for Company Sport

Events/activities:

Please refer to the supplementary materials for details