

YOUUnite

**Holistic programme fostering the integration
of overweight and adipose youth healthy into
the labour market**

INSTRUCTIONS FOR TRAINERS SPORT MODULE

YOUUnite

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1. INTRODUCTION

The first three chapters of this Module contain essential instructions and guidelines that are consistent across all six Modules developed within the YOUNite Programme. If you have already reviewed these sections in another Module, you may proceed directly to the Module-specific content. However, we recommend revisiting these chapters if you need a refresher or are new to the YOUNite training materials.

The Instructions for Trainers is a supporting document for the Training Modules developed as part of the YOUNite project, designed to assist trainers, youth workers, and counsellors in working with young people with overweight and obesity, and those at risk of becoming so. The Module activities can be downloaded from the **YOUNite website**.

YOUNite is a project aimed at helping adolescents with overweight and obesity to overcome challenges and improve their employability. Supported by the Erasmus+ programme, the YOUNite project has developed an engaging Training Programme that builds up self-confidence and helps young people cope with socio-economic difficulties and potential sources of discrimination. The objective of the Modules is to provide young people with little prior knowledge in this field the first steps towards a healthier lifestyle, both physically and mentally.



The specific target group for the Training Modules includes young people aged 15 to 24, in particular those who are marginalised or disadvantaged such as NEETs (those not in employment, education, or training) with overweight or obesity. However, the materials can also be used as a preventive tool for young people at risk of overweight or obesity, or to raise awareness about the potential challenges associated with these conditions.

The YOUNITE project partners have developed six Training Modules covering Health/Medicine, Nutrition, Sport, Stress, Awareness, and Employability. These Modules are based on non-formal education practices, designed to boost the self-confidence of young people as they prepare to enter the labour market. The Modules can be implemented as a complete programme (all six Modules) or selected individually to suit different needs and circumstances, offering flexibility and adaptability

The Training Programme was first piloted in the summer of 2024 in Austria, Finland, Hungary, and Poland, where youth coaches, trainers, and young participants tested the various Modules. Based on their feedback and evaluations, the materials were refined to enhance their practical application.

Each Module includes detailed activity descriptions necessary for planning and execution, while the **Instructions for Trainers** provides additional, complementary resources.

These instructions are designed to support trainers and teachers who work with youth on a daily basis, equipping them with the tools and knowledge they need to effectively lead the training programme. They are user-friendly and accessible, meaning no prior expertise on the topic is required.

Whether new to the subject or looking to deepen your understanding, these guidelines will help you confidently deliver the Modules and engage with youth in a meaningful way.

The Instructions for Trainers also aim to equip youth workers and trainers with insights into the specific challenges faced by young people with overweight and obesity. Additionally, it seeks to combat weight stigma by promoting weight-inclusive language that fosters a more empathetic and effective approach to health, nutrition, and wellness.



The instructions provide an overview of key considerations for trainers, including how to empower and interact with vulnerable adolescents, particularly those who have not previously engaged with the topic, and how to ensure a supportive and inclusive environment.

2. OBESITY AS A SIGNIFICANT GLOBAL ISSUE

In the European Union (EU), weight problems and obesity are increasing at a rapid rate. In 2019 52.7% of the adult (over 18 years old) EU's population was overweight according to the Eurostat data [1]. Obesity is a serious health problem, it is considered as one of the key risk factors for many non-communicable diseases (NCDs) such as diabetes, hypertension, stroke and cardiovascular diseases [2]. Overweight and obesity are linked to more deaths worldwide than underweight. According to the WHO European Regional Obesity Report in 2022, obesity and overweight problems affected almost 60% of adults and nearly one in three children (29% of boys and 27% of girls) in the WHO European Region [3].

Obesity as a medical condition has direct and indirect effects as well. This medical problem has an undeniable effect on health conditions. Obesity in children and adults increases the risk of several health related problems, such as high blood pressure and high cholesterol which are risk factors for heart disease, type 2 diabetes, breathing problems (asthma, sleep apnea), joint problems such as osteoarthritis and musculoskeletal discomfort. The previously mentioned problems are also associated with psychological problems (anxiety, depression), low self-esteem and lower self-reported quality of life, social problems (bullying, stigma), and for children with obesity there is a high risk for being obese as adults [4].

Besides obesity's effects on health conditions it also has an economic impact. Obesity is responsible for direct medical costs and non-medical costs.



In the EU, the trend is that annual obesity-related medical care costs account for between 1.9% and 4.7% of the total annual health care costs and 2.8% of the annual hospital costs. Health care expenditures for individuals with overweight and obesity were 9.9% and 42.7% higher, respectively, when compared to adults with healthy weight [5].

Furthermore, there is substantial evidence that people with obesity are less likely to be employed and, when employed, earn lower wages. Overweight and obesity are barriers in the labour market and for professional success (World of Labour, Susan L. Averett) [6].

3. GENERAL GUIDANCE AND UNDERLYING METHODOLOGY TO CONDUCT THE TRAINING: BI-CYCLE MODEL, WAYS TO ENGAGE WITH THE TARGET GROUP, RECOMMENDATIONS TO LEAD THE ACTIVITIES

The purpose of the Training Programme is to introduce young people to the topic and make them more adaptable and better able to join the labour market, and not to 'cure obesity', which is a long-term undertaking. The main focus is on labour market integration rather than health training.

The methods used by trainers may vary, as they come from different backgrounds, have different experiences, and professional profiles. The most important aspect is that the training itself is supposed to be entry-level training to encourage participants to pursue further self-improvement.



The Bi-cycle Model can be thought of like a bicycle, two wheels moving at the same time and influencing each other in their movement. The big wheel represents the motivational and relational aspect of the training process, while the small wheel represents the various ways trainers can provide support to the group, such as by giving information, making suggestions, or facilitating activities. Both wheels are essential to keep the training moving forward smoothly.



A model that served as the basis for the Training Modules methodology is the Bi-cycle Model, presented by SALTO Youth Initiatives Resource Centre [7]. However, the model was modified to better suit the specific needs and purposes of the Training Programme. The methodology aims to provide guidance for the main training phases and will assist in managing the training process during the implementation of the Training Modules.

The Bi-cycle Model has the following phases:

- 👉 motivating;
- 👉 getting to know;
- 👉 building the relationship;
- 👉 identifying needs and competences;
- 👉 supporting;
- 👉 evaluating;
- 👉 keeping contact and feedback.

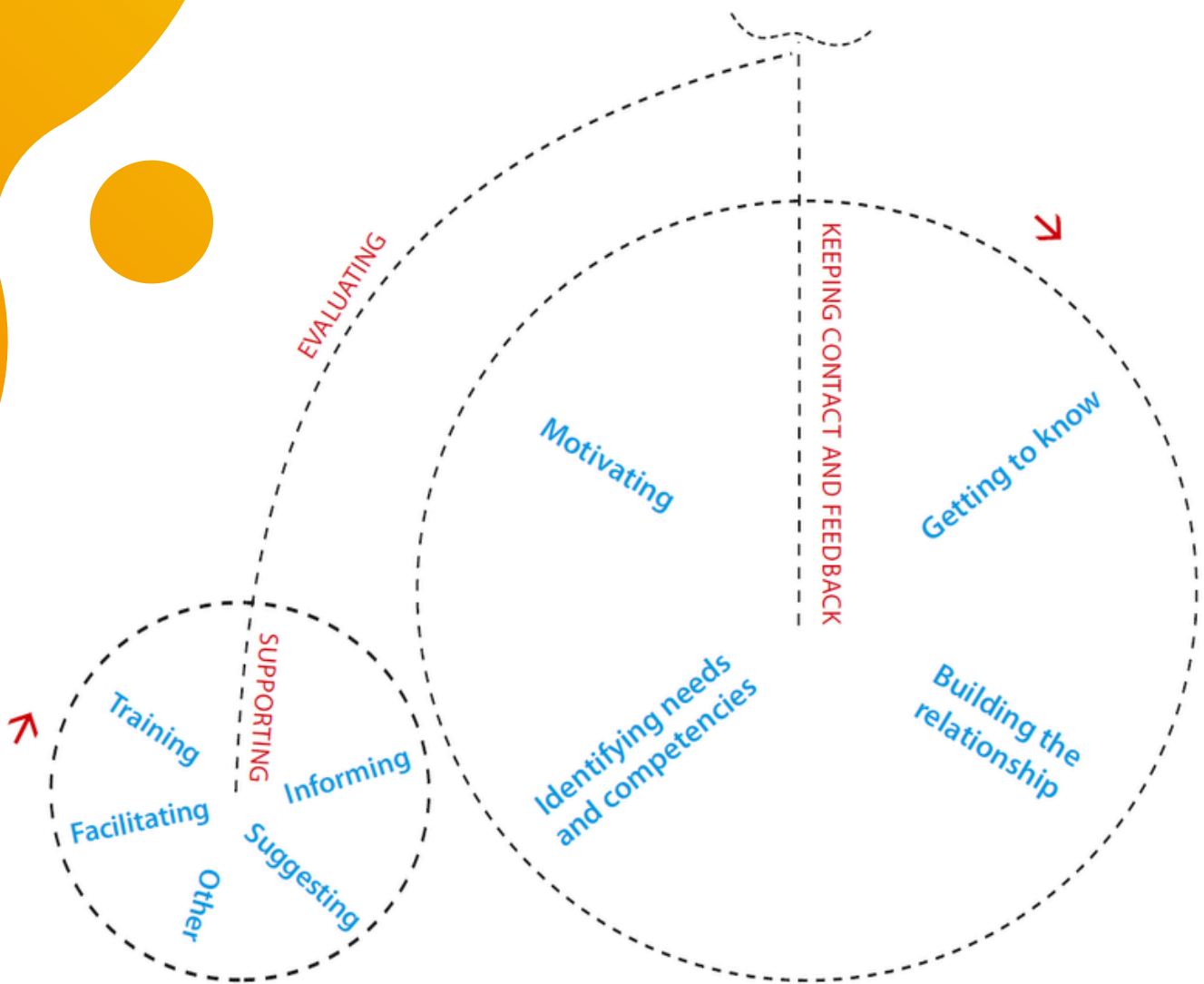


Figure 1. Bi-cycle model. Source: SALTO Youth Initiatives Resource Centre (2006)

Trainers play a pivotal role in achieving the objectives of the Training Module as they are the ones who undertake the crucial work represented by the bigger wheel. The expertise and guidance provided by trainers are essential. Trainers act as the driving force behind the implementation of the Module, guiding participants towards successful integration into the labour market.

In simple terms, the small wheel represents what occurs during the training, while the larger wheel illustrates how it is happening, with a focus on group dynamics.

To understand the model, we have to go through each phase that is in the bigger, front wheel.

Motivating

Trainers are instrumental in inspiring and maintaining the focus of participants throughout the implementation of the Training Module. To effectively motivate young people, put yourself in their position: *what would inspire and energise you if you were part of the group?* Consider these elements to enhance motivation:

- 👉 **A safe, healthy environment (physical).** Ensure that the training space is comfortable and conducive to learning.
- 👉 **A nurturing environment (emotional).** Foster a supportive atmosphere where participants feel valued and understood.
- 👉 **Positive, respectful, and supportive relationships.** Build trust with the group by showing genuine care and respect as their trainer.
- 👉 **Setting realistic and achievable goals.** Help participants set attainable objectives that they can work towards, which will provide a sense of accomplishment.



Getting to know

Trainers facilitate the process of getting to know the group of participants who take part in the training. In this stage, the trainer focuses on understanding the participants' backgrounds and experiences.

This involves creating a welcoming and safe space where young people feel comfortable sharing their personal stories, challenges, and aspirations, ensuring a deeper understanding of individual needs. Try to get as much information as possible at the beginning of your training process to have a clear picture of the young people you will work with and the tasks to be undertaken accordingly.

To help young people reflect on their self-image and for you to get to know what their deepest wishes, dreams and fears are, it is suggested to use the method 'Personal Mind Map'. Please refer to the further readings [18, 19] in the final chapter for more detailed information on this method.

The Personal Mind Map is a powerful tool for self-reflection, getting to know each other and resource oriented youth work.

Getting to know each other stage is an important foundation to a strong relationship that will hopefully be productive and fruitful to both the trainer and the group. This is the trainer's chance to get to know the key characters and players in the group: who is leading, who has the ideas, who is most passionate about the training, who is the most committed, who is the joker, who is more sceptical, and many others.

Besides, please remember that getting to know each other means giving the opportunity to young people to get to know you as well. What experiences brought you there, what kind of person you are, what type of activities you did as a young person, what are the values you would stand for.

Building the relationship

It means essentially managing group dynamics, which is managing the interactions between participants as well as between the group and you. In practice, your aim is to create a positive environment by developing your skills as an observer and communicator. You need to be able to understand both verbal and non-verbal signals to know what is happening with each participant. This understanding will help you get the most out of the group and adapt to different communication styles. It is important to avoid negative attitudes that can prevent group members from expressing themselves naturally.

To achieve this, it is essential to apply socio-psychological skills like empathy, patience, adaptability that are essential for human interaction. These skills will help you understand group dynamics and, when combined with strong communication skills, will allow you to support young people in managing their aspirations, coping with change, and developing skills for the labour market.

Your effectiveness in building a good relationship with the group will often depend on your experience, your ability to listen, observe, and establish dialogue, as well as maintaining an open-minded attitude and the ability to work with different personalities.



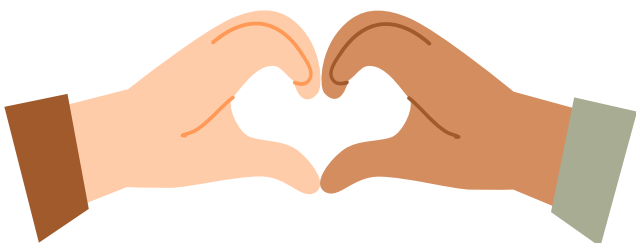
Identifying needs and competences

It is very important that you find out what competences and abilities the members of the group have already and which ones they need to develop in order to reach the targets of the training. Do not worry if you find out that the group is missing some essential capabilities to do a given task related to the training.

Through a Training Module they will have the chance to develop them and your task as a trainer will be to help the group to identify their own learning objectives to be reached.

Supporting

It is about providing ongoing guidance and encouragement throughout the Module training. The trainer acts as a mentor and coach, offering personalised advice and resources to help participants achieve their goals. This involves helping participants set realistic goals, and being available to address any challenges they may face. The trainer should create a supportive network around the participants, making them feel continuously encouraged and guided throughout their journey.



Evaluating

this involves measuring the progress and outcomes of the training. The trainer should use various methods like feedback forms, self-assessment exercises, or group discussions to gather insights on the effectiveness of the training.

Providing constructive feedback and encouraging participants to reflect on their progress helps identify what has been achieved and what areas need improvement. The trainer's role is to ensure that evaluation is a continuous process, allowing for adjustments that enhance the training's impact.

Keeping contact and feedback

Maintaining contact involves continuous communication and the exchange of information between the trainer and the young people. It is important for the trainer to be responsive to any questions that arise during the training. Make sure the young people know when and how they can reach you if they need help.

Regarding feedback, it is essential to create an environment where both you and the young people can give and receive feedback. To ensure feedback is productive and beneficial, keep in mind the following:

- 👉 Feedback should be clear, concrete and understandable to the person or group receiving it.
- 👉 The person or group should be able to accept the feedback and see it as constructive.

- Feedback should provide actionable information that the person or group can use to improve.

Make sure the feedback you give is focused on the needs of the person or group receiving it, not on your own needs. This helps avoid defensive reactions and encourages positive changes.

At the same time, use feedback from the young people to reflect on and improve your own training practice.

The do's and don'ts when talking about obesity and overweight

There are several different ways in which obesity is commonly described in the media and throughout society which can contribute to weight stigma. These can include:

- Language that does not put the person first.
- The use of derogatory and pejorative labels.
- Inaccurate or misplaced use of medical jargon.
- Failure to acknowledge the wider context regarding causal aspects of obesity.

This type of language risks simplifying obesity and its causes, fails to capture the wider drivers and determinants of obesity, and creates a negative image of people affected by obesity. This in turn can reinforce misconceptions about obesity and contribute to weight stigma.

People First Language refers to putting an individual before the medical condition that is being discussed. For instance, it is preferable to say 'a person with obesity' as opposed to 'an obese person' or any other critical labels. The use of people first language is really important as it helps to avoid dehumanising individuals living with chronic diseases.



The use of people-first language ensures that we are not labelling an individual with their disease. This is something that can be applied in a number of different scenarios, and we encourage its use when talking about obesity.

Examples of words and phrases to avoid

- ✗ Obese person
- ✗ Obese subject/participant
- ✗ Obese children

Alternative language and considerations

- ✓ Person/individual with obesity
- ✓ Subject/participant with obesity
- ✓ Children with obesity

Despite increasing evidence that obesity is caused by multiple factors, many people still see obesity as the result of individual behaviours and choices. When talking about obesity, it is not uncommon for individuals to use certain words for dramatic effect. While these are often not meant to be targeting a person directly, their use should still be avoided.

Examples of words and phrases to avoid

- ✗ "Curse"
- ✗ "Strain"
- ✗ "Plague"

Alternative language and considerations

- ✓ Use accurate facts and figures
- ✓ Be clear on what the problem is rather leaving it open to interpretation
- ✓ Avoid ambiguous language
- ✓ Be explicit on the health consequence. For example, "*Obesity can affect our health in x, y and z ways.*"

Obesity should be referred to as a disease rather than a condition. In contrast, overweight is typically defined as a medical condition based on body mass index (BMI). When using the term "overweight," it should be employed either as a noun or an adjective in person-first language [8]. For example, both "people with overweight" and "people who are overweight" are acceptable; however, "overweight people" is not.

Outside of a scientific, clinical, or public health context, more neutral and inclusive terms can be used, such as "individuals with a higher weight" or "persons with a larger body."

Practical tips for trainers and educators working with youth with overweight and obesity

Engaging with the target group of youth people with overweight and obesity as a group requires a thoughtful and sensitive approach. Here are some dos and don'ts to consider when leading activities.

Dos:

- Establish a non-judgmental and supportive environment where participants feel comfortable sharing their thoughts and experiences.

Example: Begin sessions with ice-breaker activities that encourage everyone to speak, ensuring all voices are heard without criticism or interruption. Use phrases like "Thank you for sharing" to validate contributions.

- Employ respectful and inclusive terminology that promotes positivity and acceptance.

Example: Use people-first language and always frame discussions in a positive light, focusing on well-being rather than weight alone.

- Recognise that each participant's journey with obesity is unique, and validate their feelings and perspectives.

Example: During discussions, acknowledge individual experiences by saying things like, "I understand that everyone's journey is different, and it is important to respect each person's story."



- Encourage open dialogues where participants can express their thoughts, questions, and concerns freely.

Example: Create an anonymous question box where participants can submit questions or concerns they may feel uncomfortable voicing aloud. Address these questions in a group setting to foster open communication.



- 👉 **Provide evidence-based information about obesity and healthy lifestyle choices to empower informed decision-making.**

Example: Share resources such as pamphlets or videos from reputable health organisations and explain the science behind nutrition and exercise in an accessible way. Host a Q&A session to clarify any doubts.

- 👉 **Help participants reflect on their experiences and challenges, connecting the information to their lives.**

Example: After a lesson on healthy eating, ask participants to reflect on their current eating habits and discuss what changes they might want to make. Encourage sharing by prompting with questions like, "How do you think this could apply to your daily life?"

- 👉 **Foster a sense of belonging among participants through peer support activities and opportunities for connection.**

Example: Organise group activities that require teamwork, like a group walk or cooking class, to encourage bonding. Encourage participants to share what they learned or enjoyed about the activity.

Don'ts:

- 👉 **Refrain from making assumptions or judgments based on appearance or experiences, treating all participants with respect.**

Example: Avoid comments like "You look like you need more exercise." Instead, focus on general statements that apply to everyone, such as "It is great to find activities we all enjoy."

- 👉 **Steer clear of language that reinforces stereotypes or negative beliefs about obesity, and avoid hurtful or stigmatising terms.**

Example: Instead of saying, "People with obesity are lazy," focus on the complexities of weight management, like "There are many factors that affect a person's weight."



- ❏ **Do not pressure participants into sharing personal information or use tactics that may shame or embarrass them.**

Example: Avoid forcing anyone to share their weight or personal struggles. Instead, encourage voluntary sharing by creating a safe space and saying, "Share only what you feel comfortable discussing."

- ❏ **Encourage participants to seek guidance from healthcare professionals for personalised advice, rather than providing medical recommendations.**

Example: Instead of giving medical advice, guide participants to consult a doctor for personal health concerns. You might say, "It is best to talk to your healthcare provider about this to get advice that is tailored to you."

- ❏ **Discourage comparisons among participants and emphasise individual progress and growth.**

Example: Avoid statements like "Look how much weight he lost!" Focus instead on personal achievements by saying, "You have made great progress in your journey, and that is what matters most."

- ❏ **Emphasise shared experiences and common goals, avoiding actions that may inadvertently isolate participants.**

Example: Use inclusive language such as "We are all here to support each other," rather than singling anyone out. Activities should be designed to include everyone, regardless of fitness level or ability.



- ❏ **Acknowledge the multifaceted nature of obesity, avoiding oversimplified explanations or solutions.**

Example: Instead of saying, "Just eat less and exercise more," discuss the complex factors that contribute to obesity, such as genetics, environment, and emotional health, and validate these complexities.

4. GOALS OF THE SPORT MODULE, SPORT CHALLENGES IN CONNECTION TO OVERWEIGHT AND OBESITY, SCIENTIFIC INSIGHTS ON SPORT AND OBESITY

The overarching goal of the Sport Module is to enhance knowledge, awareness, and skills while fostering motivation for regular physical activity, thereby promoting an active lifestyle and improving overall well-being with special considerations for individuals with overweight and obesity.

Specific objectives include educating and raising awareness about:

- 👉 Methods to encourage and motivate regular physical activity
- 👉 The beneficial effects linked with physical activity and its incorporation into daily routines, including impacts on psychology, mood, and social interaction
- 👉 The capacity to tailor physical activity to individual capabilities, thus personalising exercise routines



Sport challenges in connection to overweight and obesity

Physical activity is an integral part of a healthy lifestyle, and its absence can lead to negative health consequences, including an increased risk of obesity and related diseases. According to the WHO, physical activity encompasses any body movement caused by skeletal muscles that requires energy [9]. This includes not only sports activities but also daily tasks such as housework and work-related activities.

For young people, regular physical activity is crucial for maintaining health and preventing obesity. Clinical studies confirm that combining a proper diet with increased energy expenditure through systematic physical activity is the most effective method of combating obesity [10]. Even the smallest amount of exercise is better than inactivity, and physical activity should be tailored to an individual's condition and health status.

However, young people face numerous challenges when it comes to participating in sports and physical activities. These challenges include limited access to sports facilities, parks, and safe environments for exercise, as well as difficulties in finding time for regular physical activity due to demanding school schedules, homework, and extracurricular activities. Additionally, peer pressure can lead to body image issues and discourage participation in sports.

Regular physical activity helps reduce body fat, increase lean body mass, decrease the size of fat cells, and improve sensitivity to insulin [11]. The key elements here are consistency and regularity. Encouraging young people to engage in daily physical activity can lead to measurable health benefits and improved well-being. It is important to emphasise the value of patience and faith in the process, ensuring that the health and well-being of the young person are always prioritised.

Scientific insights on sport and obesity

Movement and its benefits

Movement has always played an important role in our lives, but with the changing world, we are increasingly condemned to a sedentary lifestyle. We spend more and more time each day at the computer, in the car, and in front of the TV.

Researchers at Cambridge University have conducted a study showing that a sedentary lifestyle causes twice as many deaths among European residents as obesity. Indeed, excessive body fat is associated with 337,000 deaths per year, while lack of exercise causes more than 650,000 deaths. A 12-year follow-up study of more than 334,000 Europeans found that those who were less physically active were more likely to die (Gallagher, 2015) [12].

Regular exercise is particularly important in the prevention of many chronic conditions, such as [13]:

- 👉 cardiovascular diseases
- 👉 diabetes
- 👉 tumours
- 👉 hypertension
- 👉 obesity
- 👉 osteoporosis
- 👉 depression

Increased physical activity and proper nutrition are also critical in the prevention and treatment of metabolic diseases.

Physical exercise contributes to reducing the level of cardiovascular risk factors [14]:

- 👉 lowers blood pressure

- ☺ reduces obesity
- ☺ improves lipid profile and glucose tolerance
- ☺ has a positive effect on endothelial function
- ☺ positively influences the clotting system
- ☺ influences inflammatory processes
- ☺ affects the concentration of sex hormones
- ☺ increases the number of erythrocytes, leukocytes, haemoglobin, and the oxygen capacity of the blood
- ☺ causes adaptation of the cardiovascular system to physical effort

Psychosocial changes are also associated with physical activity, such as [15]:

- ☺ becoming more competent
- ☺ having increased social desirability
- ☺ developing self-preservation strategies
- ☺ developing social reinforcement
- ☺ reducing depression
- ☺ managing stress and anxiety

Additional benefits of regular physical activity include [16]:

- ☺ **Mood improvement.** Physical activity stimulates many brain chemicals that may leave people feeling happier, more relaxed and less anxious. Regular exercise may lead to feeling better about one's appearance and self, which can boost confidence and improve self-esteem.
- ☺ **Energy boosting.** Regular physical activity can improve muscle strength and boost endurance. Exercise sends oxygen and nutrients to the tissues and helps the cardiovascular system work more efficiently. As heart and lung health improve, young people have more energy to tackle daily chores.
- ☺ **Improved sleep.** Regular physical activity can help with falling asleep faster, improving sleep quality, and deepening rest. However, exercising too close to bedtime may result in feeling too energised to fall asleep.
- ☺ **Socialising and fun.** Exercise and physical activity can provide an opportunity to unwind, enjoy the outdoors, or engage in activities that bring happiness. It can also help foster connections with family or friends in a fun social setting.

Movement vs motivation

Any change is a process; nothing happens on its own or immediately. This is why motivation is crucial when engaging in physical activity [17]. A good method for maintaining motivation is to use a calendar to record planned activities and track their completion.

Over time, this allows young people to assess how much work has been accomplished and the benefits it has brought, such as an improved mood or weight loss. This tracking can serve as an additional incentive for activity, potentially encouraging people with overweight or obesity to increase the amount and intensity of their exercise. Such a habit can lead to significant health benefits.

A key aspect of sustaining motivation is setting a major goal the youth want to achieve, along with smaller, daily goals that keep them motivated. These smaller goals help them stay focused on the path towards their main objective.

Group activities can also be an excellent source of motivation. Seeing the results of a close friend can be incredibly encouraging for weight loss. In this journey, individuals can find support in others who are going through similar experiences, knowing they are not alone.

Time and patience

"He who has patience can have everything," said Michał Cichy, coach of the women's team of LKS Commercecon Łódź, who tragically passed away at the age of only 45.

The process of change is extremely difficult for anyone. For individuals with overweight and obesity, it is particularly challenging, as they often feel powerless and unable to influence their situation. Change requires time and integrity, which is why it is so important to work closely with them, helping youth understand not only the goal of their journey but also the steps needed to achieve it.

Although changing habits can be challenging, adopting small, consistent steps is often more effective than attempting a complete lifestyle overhaul. Incorporating minor, regular activities into daily routines - such as taking the stairs instead of the elevator or walking while on the phone - can significantly enhance overall health over time. These incremental changes are easier to sustain and build momentum, leading to lasting, positive outcomes. By focusing on gradual improvements, individuals can create enduring habits that contribute to a healthier lifestyle without the difficulty of drastic changes.

5. RELEVANT TERMINOLOGY

Sport covers a range of activities performed within a set of rules and undertaken as part of leisure or competition.

Sporting activities involve physical activity carried out by teams or individuals and may be supported by an institutional framework, such as a sporting agency.

Aerobic physical activity is an activity in which the body's large muscles move in a rhythmic manner for a sustained period of time. Aerobic activity – also called endurance activity – improves cardiorespiratory fitness. Examples include walking, running, swimming, and bicycling.

Anaerobic physical activity consists of brief intense bursts of exercise, such as weight lifting and sprints, where oxygen demand surpasses oxygen supply.

Balance training are static and dynamic exercises that are designed to improve an individual's ability to withstand challenges from postural sway or destabilising stimuli caused by self-motion, the environment, or other objects.

Physical activity is any bodily movement produced by skeletal muscles that requires energy expenditure.

Flexibility is a health- and performance-related component of physical fitness that is the range of motion possible at a joint. Flexibility is specific to each joint and depends on a number of specific variables including, but not limited to, the tightness of specific ligaments and tendons. Flexibility exercises enhance the ability of a joint to move through its full range of motion.

Exercise is a subcategory of physical activity that is planned, structured, repetitive, and purposeful in the sense that the improvement or maintenance of one or more components of physical fitness is the objective. "Exercise" and "exercise training" frequently are used interchangeably and generally refer to physical activity performed during leisure time with the primary purpose of improving or maintaining physical fitness, physical performance, or health.

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The partnership is led by ÖSB Consulting (Austria) with partner organisations from Finland (ACR), Hungary (EMINA), Poland (Zdrowy Kształt), and Austria (ÖSB Social Innovation).

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