



**BADMINTON
EUROPE**

2020 ANNUAL REPORT

#WELIVEBADMINTON

Reports and financial statement

For the year ending 31st December 2020

Order Papers & Agenda - 2021 Annual Delegates' Meeting

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PETER TARCALA
PRESIDENT



ANDREY ANTROPOV
VICE-PRESIDENT



JOÃO MATOS
VICE-PRESIDENT &
EUROPEAN
BWF VICE-PRESIDENT



KLAVS ANDREASSEN
DIRECTOR



ROBERT DE KOCK
DIRECTOR



RADOMIR JOVOVIĆ
DIRECTOR



EMMA MASON
DIRECTOR



ANDREJ POHAR
DIRECTOR



JEAN-MARC SERFATY
DIRECTOR



SVEN SERRÉ
DIRECTOR



RENNA UNT
DIRECTOR



RICHARD VAUGHAN
DIRECTOR



MIKE ROBINSON
DIRECTOR OF
FINANCE



KAI SCHÄFER
ATHLETES'
REPRESENTATIVE

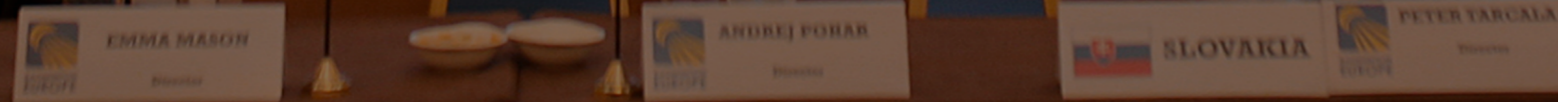
FORMER DIRECTOR
Martin Kranitz (until October 2020)

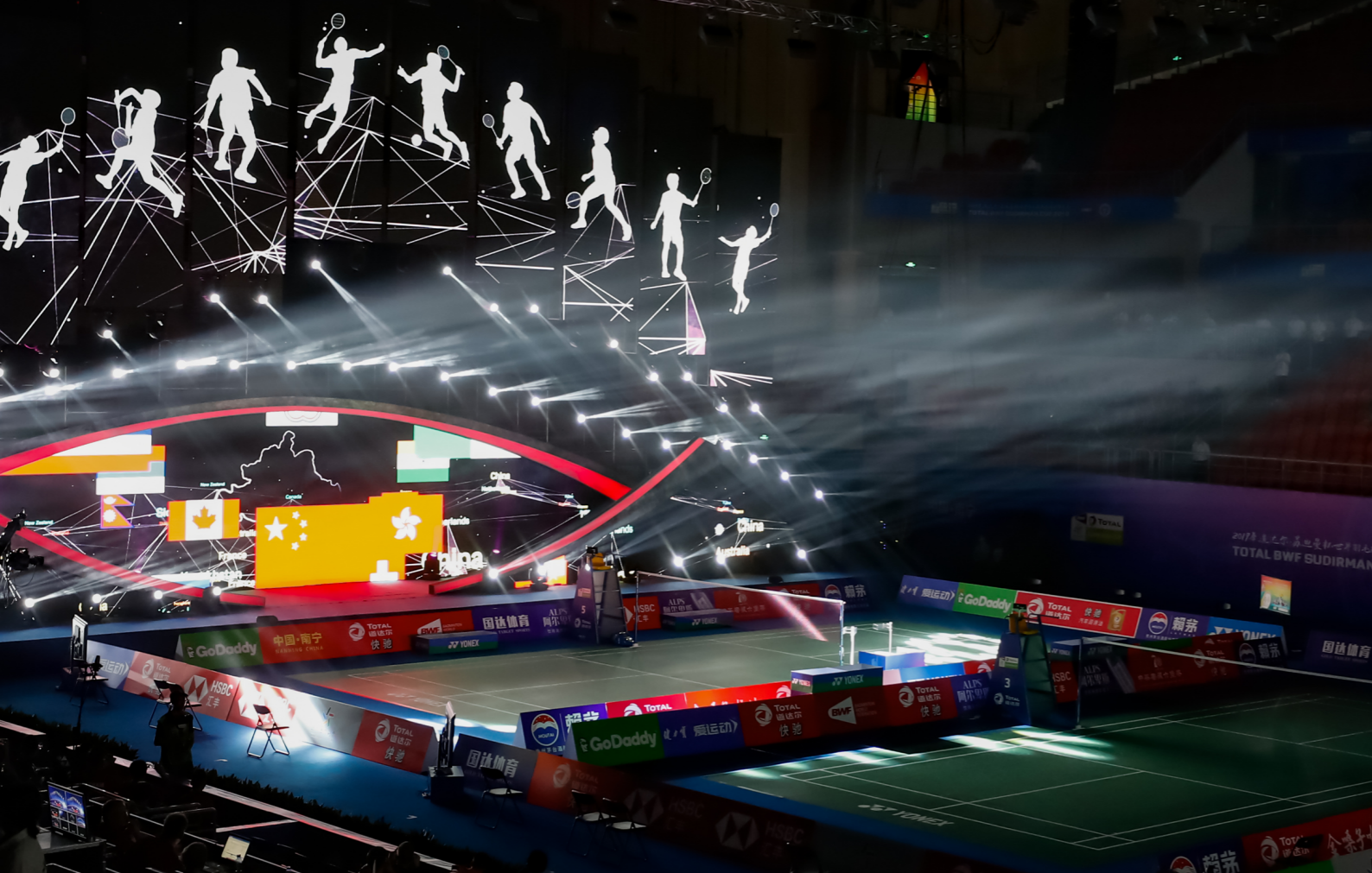


BADMINTON EUROPE
52ND ANNUAL DELEGATES' MEETING

BOARD OF DIRECTORS

27TH APRIL 2019
KIEV, UKRAINE





EUROPEAN BWF COUNCIL MEMBERS 2020



POUL-ERIK HØYER
PRESIDENT



JOÃO MATOS
VICE-PRESIDENT FOR EUROPE



PAUL KURZO
VICE-PRESIDENT FOR
PARA BADMINTON



PETER TARCALA
CHAIR OF EVENTS
COMMITTEE



MARC ZWIEBLER
CHAIR OF ATHLETES'
COMMISSION



DAVID CABELLO
CHAIR OF DEVELOPMENT &
SPORT FOR ALL COMMITTEE



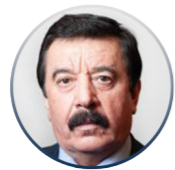
ETIENNE THOBOIS
CHAIR OF MARKETING
COMMITTEE



RICHARD PEROT
CHAIR OF PARA BADMINTON
ATHLETES' COMMISSION



NORA PERRY
MEMBER



SERGEY SHAKHRAI
MEMBER



EMMA MASON
MEMBER



ROBERT DE KOCK
MEMBER

OFFICE STAFF



BRIAN AGERBAK
GENERAL
SECRETARY



JIMMY ANDERSEN
DEPUTY GENERAL
SECRETARY



JACOB OEHLENSCHLAEGER
SENIOR MANAGER



RASMUS BECH
MANAGER



TAMARA GEERAERTS
MANAGER



TANIA TEOH
MANAGER



ANDREJA TURK
MANAGER



MATTHIEU HECKER
OFFICER



ALAN RAFTERY
OFFICER



LAURA MARTÍ
OFFICER



JUSTINE CAMMAL
OFFICER



JEROEN VAN DIJK
CoE HEAD COACH



PETER JENSEN
CoE COACH



JOHN DINESEN
CoE COACH

FORMER STAFF:

- Manager: Chris Spiteri (until June 2020)
- CoE Coach: Kestutis Navickas (until July 2020)
- CoE Coach: Judith Meulendijks (until July 2020)
- Officer: Luca Crippa (until November 2020)
- Intern: Emilie Sommer (until December 2020)






COMMITTEES & WORKING GROUPS 2020

INTERNATIONAL COMMITTEE

Peter Tarcala (Chair) 
 João Matos 
 Robbert de Kock 
 Emma Mason 
 Brian Agerbak 




FINANCE COMMITTEE

Mike Robinson (Chair) 
 Peter Tarcala 
 Brian Agerbak 

HR COMMITTEE

Peter Tarcala (Chair) 
 Mike Robinson 
 Sven Serré 
 Brian Agerbak 






BEC DISCIPLINARY COMMITTEE

Andrej Pohar (Chair) 
 Emma Mason 
 João Matos 

TECHNICAL OFFICIALS COMMITTEE

Sven Serré (Chair) 
 Renna Unt 
 Radomir Jovović 
 Jimmy Andersen 
 Matthieu Hecker 

GOVERNANCE COMMITTEE

Mike Robinson (Chair) 
 Peter Tarcala 
 Emma Mason 
 Andrej Pohar 
 Brian Agerbak 

HISTORY WORKING GROUP

João Matos (Chair) 
 Torsten Berg 
 Gisela Hoffmann 
 Horst Kullnigg 
 Jadwiga Slawska Szalewicz 

COMMISSIONS 2020

ATHLETES' COMMISSION

Kai Schäfer (Chair)
 Richard Perot (FRA)
 Martina Repiska (SVK) (from February 2020)
 Ernesto Velázquez (ESP) (until February 2020)
 Selena Piek (NED) (until February 2020)

CIRCUITS COMMISSION

Sven Serré (BEL, Chair)
 Radomir Jovović (SRB, Vice-Chair)
 Renna Unt (EST)
 Ratko Galjer (CRO)
 Espen Larsen (NOR)
 Tina Riedl (AUT)

COMMERCIAL COMMISSION

Robbert de Kock (SUI, Chair)
 Emma Mason (SCO, Vice-Chair)
 Andrej Pohar (SLO)
 Richard Vaughan (WAL)
 Adrian Christy (ENG)
 David McGill (IRL)
 Simone van den Bergh (NED)

COMMUNICATION & MEDIA COMMISSION

Andrej Pohar (SLO, Chair)
 Richard Vaughan (WAL, Vice-Chair)
 Robbert de Kock (SUI)
 Sven Serré (BEL)
 Cecilia Lunell (SWE)
 Simone van den Bergh (NED)

GENDER EQUITY COMMISSION

Klavs Andreassen (DEN, Chair)
 Jean-Marc Serfaty (FRA, Vice-Chair)
 Ella Diehl (RUS)
 Cecilia Lunell (SWE)
 Radu Stefanescu (ROU)

HIGH PERFORMANCE COMMISSION

Richard Vaughan (WAL, Chair)
 Andrej Antropov (RUS, Vice-Chair)
 Ratko Galjer (CRO)
 Keith Russell (SCO)
 Ella Diehl (RUS)
 Giovanni Esposito (ITA)

MAJOR EVENTS COMMISSION

Renna Unt (EST, Chair)
 Sven Serré (BEL, Vice-Chair)
 Robbert de Kock (SUI)
 Adrian Christy (ENG)
 Keith Russell (SCO)
 Carmen Martínez Villanueva (ESP)
 Matevz Srekl (SLO)

MEMBER SUPPORT COMMISSION

Emma Mason (SCO, Chair)
 Andrej Pohar (SLO, Vice-Chair)
 João Matos (POR)
 Renna Unt (EST)
 Klavs Andreassen (DEN)
 Jean-Marc Serfaty (FRA)
 Radomir Jovović (SRB)
 Espen Larsen (NOR)
 David McGill (IRL)

PARA BADMINTON COMMISSION

João Matos (POR, Chair)
 Klavs Andreassen (DEN, Vice-Chair)
 Andrej Antropov (RUS)
 Carmen Martínez Villanueva (ESP)
 Matevz Srekl (SLO)
 Richard Perot (FRA)

SPORT FOR ALL COMMISSION

Jean-Marc Serfaty (FRA, Chair)
 Andrej Antropov (RUS, Vice-Chair)
 João Matos (POR)
 Emma Mason (SCO)
 Tina Riedl (AUT)
 Radu Stefanescu (ROU)
 Giovanni Esposito (ITA)

Dear Member Associations,
Dear friends,

Another year has passed and unfortunately, we will not be able to stage our Annual Delegates' Meeting physically. This is my second President's review since my election in April 2019, and for the second time, I am sad that I cannot speak to all of you face-to-face. For the second straight year, we are forced to have our Annual Delegates' Meeting virtually because of the situation you all know too well already.

When in ten years we look back at 2020, many of us will start conversations saying "do you remember...", and the answer will be, for every single one of us, "yes". The year 2020 has been a year of difficulties, challenges, a new way of thinking, a new normal and a year of virtual communication. A year we will never forget.

Many of us heard about COVID-19 between December 2019 and February 2020, but most of us did not expect the world to lockdown, when Badminton Europe hosted what turned out to be the last major events for eight months, the 2020 European Men's & Women's Team Championships and the 2020 European U15 Championships in the city of Liévin, France. Once again both events were a big success, and with new countries medalling, it also proved that badminton is a sport growing across Europe.

From the moment the last shuttle hit the ground in Liévin, 2020 became a roller coaster of a year. Tournament after tournament was cancelled. Development activities were postponed and then cancelled. Badminton Europe was forced to postpone not only the European Championships in Kyiv, Ukraine, but also the BEC Congress, which should have been held in Bucharest, Romania. The youngsters did not get a chance to join our Summer School, which was cancelled for the first time ever, and the Centre of Excellence had to shut down. Badminton Europe staff were sent home, many of them not being allowed to do their job.

But slowly, step-by-step, we all, the European badminton community, adapted to the new situation by hosting online meetings, webinars and workshops, and in the middle of the summer, we saw the elite players returning to the Centre of Excellence to pick up where they left off. At the beginning of August, the Bulgarian Federation hosted the first badminton tournament world-wide since the All England in March, and we saw more of our

members being able to host BEC Circuit and World Tour tournaments at the end of the year.

For a long time, it looked like our young generation of badminton talents would not get their final chance to fight for medals at their last major event, but in late October the 2020 European Junior Championships took place in Finland, and once again we saw that the popularity of badminton around Europe is increasing and that the future of European badminton looks bright.

Together with the Portuguese Federation we were able to organise the Badminton Europe Para Event in late 2020, and the final highlight of the year was the 2021 European Mixed Team Championships Qualification, which took place in four different locations. I was present in Austria, and it pleased me to see everybody from technical officials to players and volunteers being back in the venue organising the event. It was fantastic to be back, and I surely hope that we in 2021 will have the chance to meet more frequently.

Now, we are back to where I started my annual review. In 2020, we had to cancel our BEC Congress, we did not have the chance to meet at the Members' Forum and also could not celebrate the achievements in our sport at the BEC Awards Gala. We met in October for the first ever virtual ADM, where we also welcomed a new member to the Board of Directors. In 2021, we meet this way again, but I sincerely hope that this will not only be the second virtual Annual Delegates' Meeting but also the last one.

There is light at the end of the tunnel. We saw that in the last part of 2020, and we have also seen many good things happen to our sport in early 2021. Finally, I would also like to thank the staff at the BEC Office which consists of 14 employees from eight different countries, and our Board of Directors for their commitment and enthusiasm throughout a year where we have met more often – of course virtually - than we normally do. Likewise, I would like to thank those serving on our different Commissions, our technical officials and the many volunteers that work endless hours for our sport. A big thank you also goes to each and every Member Association for their support. It has been a different year, but the future is ahead of us, and the future is ours.



Peter Tarcala
President
25 January 2021

PRESIDENT'S REVIEW

(Order paper item 2.1)

Dear Member Associations,

2020 was a troublesome year for the Confederation. We were off to a good start with the European Men's & Women's Team Championships and the European U15 Championships being hosted excellently by the French Badminton Federation in Liévin. Shortly thereafter the COVID-19 pandemic hit us, and the rest of the year was trying to manoeuvre with postponements, cancellations and protocols while trying to stage as many activities as was feasible.

The limitations on meeting physically meant that we had to utilise virtual tools to communicate both internally and externally. The BEC Annual Delegates' Meeting was held virtually following attempts to organise the meeting first in Bucharest and in Copenhagen. Practically all other meetings of the Confederation were held virtually as were several seminars and educational activities.

The administration also operated in new ways in 2020. In some periods, part of the staff were sent home without working but receiving government compensation. In other periods, staff were working permanently from home and on occasion some were allowed into the office in small groups. This worked well but also caused some frustration, particularly due to the lack of social interaction.

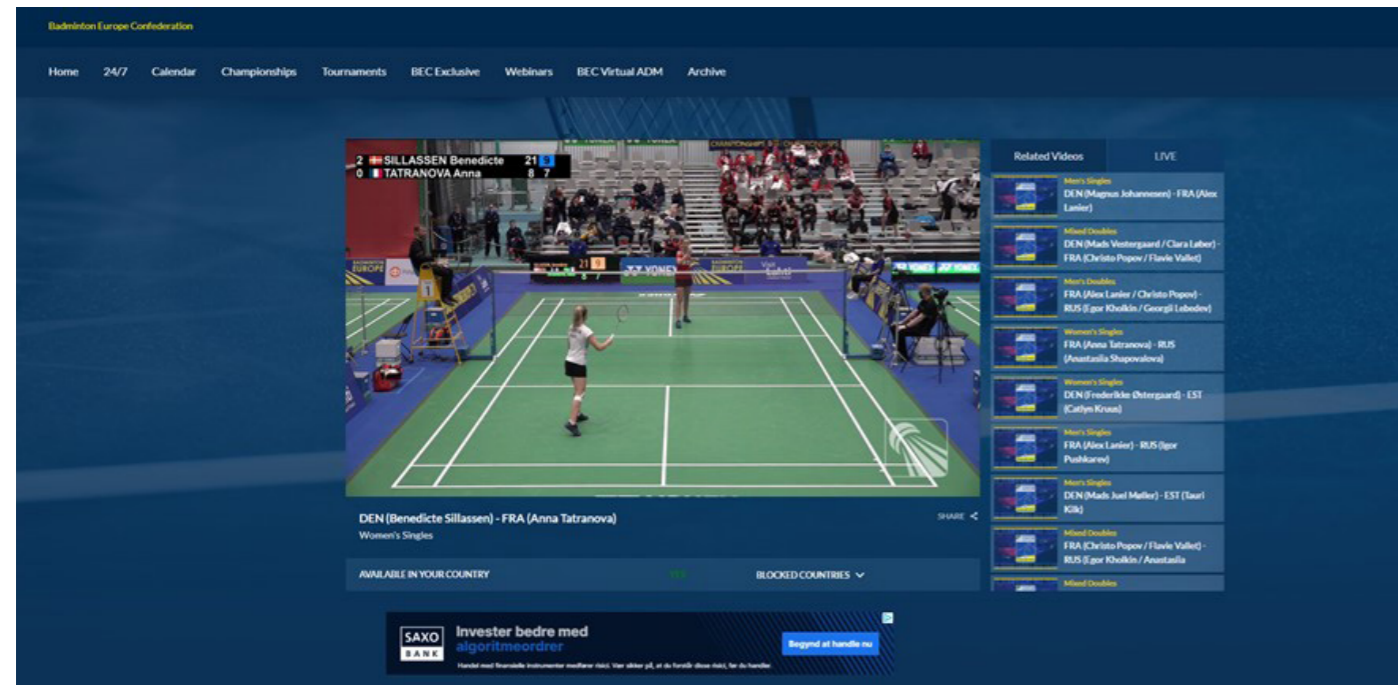
There were still highlights with activities taking place, however, under strict protocols. We could organise a coach education course in Italy, a Para badminton seminar in Portugal, the European Junior Championships in Finland and the European Mixed Team Qualification tournaments in various locations. A few Circuit tournament organisers, namely in Bulgaria, Latvia and Portugal, also managed to still organise their annual event which gave good lessons to the badminton community.

GENERAL SECRETARY'S REPORT

(Order paper item 2.2)



PARTNERSHIPS



sportradar

In terms of partnerships, we were pleased to extend and expand the cooperation with our media partner, Sportradar which, will continue until and including 2024. The agreement now also includes a streaming platform, www.badminton-europe.tv, as well as cooperation on a new website and a Federation Data Toolkit which can be used in a number of ways in terms of player registration, calendar management and potentially a new tournament system mainly focusing on hobby players.



We also were pleased that we could extend the agreement with our longstanding equipment partner, YONEX to include 2021. Agreement was also extended with RSL and the participation contract with EOC for the 2023 European Games in Poland was also signed in 2020.

A second version of the Badminton Live app was released in 2020 with a range of updates and new features. Meanwhile, we also worked on a new manager game app which we expect to launch in the middle of 2021. Finally, we have invested significant time on our central database and in setting up the single sign-on functionality in all our digital assets.

Another type of partnership that took shape in 2020 was the Memorandum of Understanding between Badminton Europe and its members. We have conducted member analysis for a number of years but this year we took this a step further in making agreements with members that related to Badminton Europe activities as well as their own strategic objectives.

We are hopeful that this more concrete focus on developing specific areas will create a good momentum in progressing the development level of members in the coming years.

PERSONNEL AND STAFF STRUCTURE

Justine Cammal joined the BEC Development Team in May 2020 as part of the BWF CCHR Funding Programme. Luca Crippa left the BEC Development Team late in 2020 and was replaced by Mari Carmen Casermeiro in the beginning of 2021.

Also, Chris Spiteri who was employed as BEC Commercial Manager left the BEC Office in 2020. Finally, the internship of Emilie Sommer came to an end following a couple of extensions.

Thanks to Luca, Chris and Emilie for their important contribution to BEC and good luck with their future endeavours.

At the BEC Centre of Excellence, we also had a few changes in 2020. Kestutis Navickas, who had been part of the CoE since the beginning in 2017, decided to look for new challenges. Judith Meulendijks, who had been working part-time at the CoE since the end of 2019, left her position in the middle of 2020. We were successful in replacing Kestutis and Judith with John Dinesen who came back to Denmark following a long period abroad coaching the national teams of several European MAs.

Thanks to both Kestutis and Judith for their work with the players at CoE.

It has been a challenging year for the administration and for the CoE, but the BEC staff have shown the required flexibility to manoeuvre through the pandemic. The interpersonal relationships in the office are excellent and there is a strong sense of common support.

GOVERNANCE

In 2020, we finished the work of defining the relationship between BWF and the Continental Confederations. The MoU wordings have been agreed but the formal signing is still pending.

The new Judicial Procedures of BWF were approved by the BWF AGM in July 2020. Leading up to this and also following the adoption, we have invested time in adjusting our Disciplinary Regulations. These changes are brought forward to the BEC Annual Delegates' Meeting following feedback opportunities provided to the Members.

The 2021 Annual Delegates' Meeting is also the time to adopt a new Strategic Plan for the Confederation. Again, consultation with Members has been conducted and helped shape the Strategic Plan which is brought to the ADM.

MEETING SUPPORT

The BEC Office is responsible for the servicing of the Board and preparing the Board and Commission meetings. In 2020, meetings were held as follows:

- January – Copenhagen, Denmark
- April – Virtual
- June – Virtual
- August – Virtual
- October – Virtual

ACKNOWLEDGEMENTS

I would like to thank the BEC Board of Directors for their involvement and continuous support during this challenging year. The cooperation this year has gone virtual, however, in some ways this has strengthened communication which in some areas became more frequent. Although, it is clear that meeting in person is important, not only to nurture relationships, but also to have deeper discussions on important topics where virtual meetings still present some limitations.

I would like to thank all the partners that supported our activities in 2020.

Thanks to the Commission Members for their contribution, the BEC Members where I am especially grateful for the cooperation around the MoUs and to my colleagues in the BEC Office who continue to do their very best to service all stakeholders.

Brian Agerbak
General Secretary
26 January 2021

Chair of the Commission: Kai Schäfer

The nomination process for the planned election of three Commission Members for the BEC Athletes' Commission started on 9 January 2020 and ended on 21 January 2020.

All candidates were published on 23 January. Voting was unfortunately not necessary. Former members Selena Piek (NED) and Ernesto Velázquez (ESP) decided not to run again for a spot in the Commission.

Due to the fact that we only had two candidates, Martina Repiska (SVK) and Kai Schäfer (GER), a voting process was not necessary. We failed to encourage more players to stand up for the election.

An analysis of how to inspire more players for the work in our Commission should be done promptly.

The Commission now consists of three members: Kai Schäfer (chair), Martina Repiska (SVK) and Richard Perot (FRA), who was elected by all European Para Badminton athletes during the World Championships 2019 in Basel.

At the beginning of 2020, the evaluation of our European players' survey began, where we received around 80 responses, although some countries did not take part. Almost 90 per cent of European players are confident about their representation at BEC and the results also showed a demand for an increased number of training camps and cooperation between top players during tournaments (e.g. in Asia).

Another clear result was that communication with the players is still something we could improve and a lot of national federations do not have an athletes' representative or athletes' commission.

In February 2020, a lot of players struggled with their decision to travel to Iran for the Iran International Challenge, because of the political issues at that moment in the country.

BWF was demanded to make a clear and fast decision, especially about whether there will be world ranking points or not. That has been really important for players during the Race to Tokyo.

In spring 2020, COVID-19 hit most parts of our daily lives and of course, it hit our sport too. A lot of tournaments and league matches were postponed or cancelled, and players were losing financial income.

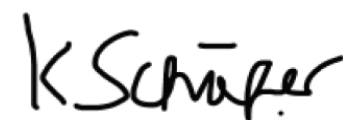
We strongly appreciate the realisation of the European Junior Championships U19 that could take place in Finland in November 2020. BEC did an awesome job by executing this event and it's been a great sign for our sport.

After the Denmark and SaarLorLux Opens, as well as the 2020 European Junior Championships in November, we asked all European players for some feedback about the COVID-19 guidelines, testing procedures and protocols. We also asked for their opinions on whether they felt ready to travel around the world during the pandemic.

The amount of feedback we received was overwhelming! One of the goals of this survey has been helping organisers to host tournaments in these difficult times and guaranteeing the safety of our athletes. The results have been included in a presentation held by Martina Repiska during an online BEC workshop that was arranged for all European organisers in December.

Finally, I would like to thank former Commission Members Selena Piek and Ernesto Velázquez for their service, and also thank all current members for their work and their motivation to serve our sport!

For the Commission,



Kai Schäfer
Chair of the Athletes' Commission
26 February 2021

ATHLETES' COMMISSION

(Order paper item 2.3)

Chair of the Commission: Sven Serré

We all know that 2020 has been a very strange year for everyone, which of course also had its effect on the Badminton Europe Circuits. Although we had a record number of 94 sanctioned tournaments this year (90 in 2019 and 83 in 2018), we only saw 28 tournaments by 20 different Members being organised.

BADMINTON EUROPE ELITE CIRCUIT

In 2020, 36 Elite Circuit tournaments were sanctioned by 31 different Members. Most of them had the level of International Series, with 15 tournaments in total. Besides those, we had 11 Future Series and 10 International Challenge tournaments. Five tournaments took place before the pandemic hit, and afterwards, we had Latvia, Bulgaria and Portugal still hosting their (postponed) Elite Circuit tournament with the necessary COVID-19 restrictions and measures in place.



We saw the highest number of entries at the FZ FORZA Slovak Open 2020, where 373 entries from 318 players were registered. However, the VICTOR Swedish Open 2020 also drew attention with entries from 50 different Members and a total of 326 players.

Similarly to the BWF World Ranking, the BEC Elite Circuit Ranking was frozen from week 12 onwards. Once the first tournament took place again in Latvia in August 2020, the ranking was rolled onwards without dropping off past weeks/tournaments at this time so that players who were unable to travel and compete would not be unduly penalised, effectively becoming a ranking of more than 52 weeks. Since then, the BEC Elite Circuit Ranking was updated weekly as per the above procedure, which will be the case until the ranking can be completely unfrozen again.

Because of the above, the BEC Elite Circuit Ranking has not changed that much, with still the same players and pairs ranking first in four out of five events. Only in men's singles, Pablo Abián from Spain was able to overtake the lead from French player Toma Junior Popov, after playing the semifinals at the postponed 55 Portuguese International Championships 2020. Hereby an overview of the top-ranked players/pairs at the end of 2020:

- MS: Pablo Abián
- WS: Qi Xuefei
- MD: Jones Ralfy Jansen/
Peter Kaesbauer
- WD: Emma Karlsson/
Johanna Magnusson
- XD: Ben Lane/Jessica Pugh



BADMINTON EUROPE JUNIOR CIRCUIT

The 2020 season of the Junior Circuit started strong with six tournaments being played between January and March, including the two Junior International Grand Prix (YONEX Dutch Junior International and YONEX German Junior) and the Junior international Challenge (DECATHLON PERFLY Italian Junior International), which attracted, as usual, a strong Asian representation. After the break of international tournaments, the Bulgarian Junior Open Championships was the first tournament to be played in the world when players from eight countries joined the event in Pazardzhik. A total of 12 BEC Junior Circuit tournaments were played in 2020 while 17 organisers had to cancel their tournaments.

The Spanish players dominated the BEC Junior Circuit Ranking with Jacobo Fernández claiming the first spot in men's singles and men's doubles, while Ania Setién finished first in women's singles and women's doubles (ex aequo with countrymate Lucia Rodríguez). All three players participated each in a total of 8 BEC Junior Circuit tournaments. In the mixed doubles, the Danish pair of Marcus Rindshøj/Mette Werge ended the year on top of the ranking.

BADMINTON EUROPE U17 CIRCUIT

In 2020, eight of the 29 sanctioned U17 Circuit tournaments took place with five of them being organised after the restart of the international calendar.

In the BEC U17 Circuit Ranking, Mark Koroša (Slovenia) finished first in men's singles after winning the last tournament of the year, the Serbian U17 International - NOVI SAD 2020. Two countries shared the other top spots of this ranking: Spain with Cristina Teruel (women's singles) and Christian Arias (men's doubles) as well as England with Lisa Curtin/Smrithi Shirol (women's doubles) and Samuel Jones (mixed doubles).

CIRCUIT ORGANISERS WORKSHOP

On 3 December 2020, Badminton Europe conducted a Virtual Circuit Organisers Workshop, which focused on how to organise an international badminton tournament

CIRCUITS COMMISSION

(Order paper item 2.4)

CIRCUIT ORGANISERS WORKSHOP

PRESENTERS



Laura Kittelä



Kristians Rozenvalds



Sven Serré



Nicolaj Knudsen



Martina Repiska



Matthieu Hecker



Tamara Geeraerts



Jimmy Andersen

during the COVID-19 pandemic. The webinar was mainly directed to Elite Circuit organisers but was open and free of charge for anyone interested.

During the webinar, eight different presenters shared their own experiences from hosting and attending tournaments during COVID-19. Topics like how to conduct COVID-19 testing on-site, how to communicate with all involved parties, how to create a safe COVID-19 bubble and how to get financial resources for your tournament when you cannot have any audience were covered. The athlete's point of view was also shared, who are very eager to see tournaments happen again.

Over 50 people attended the workshop live, even with participants from Africa, Pan America and Oceania. The workshop can still be consulted on www.badminton-europe.tv.

CIRCUITS COMMISSION

The Circuits Commission meeting took place in January in Copenhagen and was the only one that was held in 2020. The originally scheduled Commission Meetings in June were cancelled due to the COVID-19 pandemic, and no other meeting of the Circuits Commission was convened after that.

During the Commission meeting in January, many new ideas were raised and discussed. The U17 Tournament Grading is close to being finalised and the idea of creating concept tournaments within the Junior and U17 Circuit will be introduced to tournament organisers in due time.

In reference to the KPIs in the Circuits part of the Strategic Plan, 49 (91 per cent) of our Members reached the developed status in events. 28 (52 per cent) of the Members achieved the established status, while 11 (20 per cent) of our 54 Members fall under the advanced category. Our goal was to reach 43 (80 per cent) developed, 21 (38 per cent) established and 14 (25 per cent) advanced Members in events by the end of 2020, which was almost completely fulfilled.

Martin Kranitz chose not to run for re-election as a member of the Board of Directors at the ADM in October 2020, which is why Badminton Europe had to say goodbye to him as Chair of the Circuits Commission. Martin has served on the Board since April 2016 and has been the Chair of the Circuits Commission since January 2017. I would like to express my sincere thanks and appreciation to Martin for all the work he has done for Badminton Europe. Sven Serré became the new Chair of the Circuits Commission, and Radomir Jovović became the Vice-Chair as newly elected Director.

ACKNOWLEDGEMENTS

I would like to thank my colleagues from the BEC Board and of course the people from the BEC office, especially Brian, Jimmy, Tamara and Matthieu for their great support. A special thank you goes to Martin Kranitz as former Chair of the Circuits Commission, as well as to all other Circuits Commission Members for their input and support.

Sven Serré

Chair of the Circuits Commission
14 January 2021



COMMERCIAL COMMISSION

(Order paper item 2.5)



Chair of the Commission: Robbert de Kock

Needless to say 2020, was very challenging for the Confederation and not least from a commercial perspective.

We parted ways with our Commercial Manager half-way through the year and took the decision not to seek for a replacement until the global situation had somewhat stabilised.

We discontinued our active search for sponsorships but kept focus on developing new financial properties, mainly in the digital sphere. This is also where we expect to spend much effort in the coming years

RIGHTS, PROPERTIES & ASSETS

The BEC Strategic plan operated with an increase in commercial income of five per cent in 2020 compared to 2018. Obviously, our income was seriously affected by the lack of tournaments across our usual income streams.

2020 was certainly an unusual year in that sense and focus was rather on cost savings to stretch the limited commercial income we could still generate.

It is worth to highlight that we still managed to sign a long-term partnership agreement with our Media Partner – Sportradar. This contract had foreseen reductions in compensation for non-delivery of tournaments.

We also managed to prolong the longstanding partnership with our equipment partner YONEX for one year. This will allow both parties to understand the impact of the pandemic and discuss a longer commitment on the other side of COVID-19.

MAJOR EVENTS

The year started on a high note with the 2020 European Men's & Women's Team Championships and the European U15 Championships which were held in the French city of Liévin. Besides our regular partners, we brought in VICTOR and Adidas as partners for the tournament.

Unfortunately, the European Championships which was foreseen for Kyiv, Ukraine, was first postponed and later cancelled. We will however be back in Kyiv with the 2021 edition.

For Kyiv, we were ready to implement several of the elements that were discussed in an Entertainment Workshop at the end of 2019. We will however come back to these in 2021.

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PARTNERSHIPS

Besides the events and media/data partnerships we also continued our agreement with RSL in 2020 with focus on the BEC Summer School. As the 2020 edition was cancelled, it was agreed to prolong the agreement by a year.

At the beginning of the year, we approached a number of targeted companies which were provided to us by an agency. This led to some interesting discussions which we hope to re-open in 2021.

Besides this, we took a step back in terms of searching for new partners in 2020.

BRAND MANAGEMENT

In 2020, we continued the work on the BEC Branding Manual to include new material and to ensure consistency in how we apply the brand. We expect an updated Branding Manual to be released in 2021.

DIGITAL MARKETING

In 2020, considerable work was put into building a central database and to provide a single sign-on mechanism from our different digital assets. The growth of the database has been rather slow this year due to lack of content, but we are close to reaching 50,000 users.

Most importantly we created a single sign-on for the OTT platform. We expect this to be our most important asset in raising the numbers signed up to the Badminton Europe Database in the coming years.

In terms of the OTT, we are exploring the option of making some of the premium elements payable. The exact formula for this is being discussed currently with our media/data partner.

ACKNOWLEDGEMENTS

I would like to thank all the members of the Commercial Commission for the continuous and valuable input during 2020 and to the BEC Office for their support of the work of this Commission.

Robbert de Kock
Chair of the Commercial Commission
13 January 2021



COMMUNICATION & MEDIA COMMISSION

(Order paper item 2.6)

Chair of the Commission: Andrej Pohar

2020 was truly a different year for the communication department at Badminton Europe. In a normal year, we would report about daily activities, major events and tournaments, but due to the COVID-19 situation, things of course changed.

2020 was a year where we had time to dig deeper, think differently and of new things which also included how to give old content new life. The COVID-19 situation hit us hard and created challenges we have not seen before. One year into COVID-19, we realised that the lack of live activities has an influence on all numbers across all platforms. The communication department was forced to think in a new way and launch new initiatives. By doing so, Badminton Europe still managed to provide daily content on multiple platforms in 2020.

Throughout 2020 the communication team of Badminton Europe consisted of Rasmus Bech (Manager), Laura Martí Diez (Officer), Alan Raftery (Officer) and Emilie Sommer (Intern). Emilie Sommer left the organisation by the end of December 2020.

Although the projections in the early months were not too bright, it was crucial for Badminton Europe to stay on top of the whole situation and to give the fans a chance to stay connected to badminton.

Everything suddenly appeared as a challenge, but we could overcome most of the obstacles. In the meantime, we made some background improvements on the Badminton Live app and on the streaming platform with features that will be seen when live-action returns.

The basic goal of the Commission remains to evaluate the current external communication strategies of Badminton Europe for the benefit of fan base growth through various media platforms and to make recommendations to the Board of Directors in terms of the effectiveness of current activities and to provide new ideas, innovation and inspiration.

GROW FAN BASE – SOCIAL MEDIA

The growth of the fan base of Badminton Europe is mainly measured via our social media channels. The relevant statistics can be found in the following table:

WEBSITE		
ACHIEVED END OF 2019	TARGET END OF 2020	ACHIEVED END OF 2020
338.000 unique users + 1.962.000 page views	500.000 unique users + 2 million page views	288.300 unique users + 1.412.895 page views
FACEBOOK		
ACHIEVED END OF 2019	TARGET END OF 2020	ACHIEVED END OF 2020
136.500 followers + monthly reach of 80.200	150.000 followers + monthly reach of 100.000	155.000 followers + monthly reach of 257.000
TWITTER		
ACHIEVED END OF 2019	TARGET END OF 2020	ACHIEVED END OF 2020
24.500 followers	30.000 followers	24.200 followers
YOUTUBE		
ACHIEVED END OF 2019	TARGET END OF 2020	ACHIEVED END OF 2020
86.500 subscribers + 16.1 million views	100.000 subscribers + 10 million views	98.300 subscribers + 4.9 million views
INSTAGRAM		
ACHIEVED END OF 2019	TARGET END OF 2020	ACHIEVED END OF 2020
47.300 followers	70.000 followers	56.600 followers
BADMINTONLIVE APP		
ACHIEVED END OF 2019	TARGET END OF 2020	ACHIEVED END OF 2020
43.000 users	75.000 users	49.500 users
OTT		
ACHIEVED END OF 2019	TARGET END OF 2020	ACHIEVED END OF 2020
15.000 users	40.000 users	194.000 users
DATABASE USERS		
ACHIEVED END OF 2019	TARGET END OF 2020	ACHIEVED END OF 2020
43.000 users	100.000 users	52.000 users



Badminton Europe...

🔥 **WHAT A RALLY!** One of the highlights from the 2021 European Mixed Team Championships qualification. All matches on demand: [Link in bio](#) 👉 #Badminton #Welivebadminton

Videos from the archive have been popular in 2020. Badminton Europe and BWF established cooperation which allows Badminton Europe to use old footage on social media and at www.badmintoneurope.tv. The video above from the 2021 European Mixed Team Championships Qualification in December reached over 650.000 fans and matches from the past have been published on the different platforms throughout the year with big success.

In general, the numbers on Badminton Europe's social media platforms (which we prioritise) are increasing and again in 2020, it has been clear that video and graphic content is popular among the users but also for the algorithm of the different media platforms. In the last part of 2020, the statistics have shown that video reach declined compared to what it used to. The communication department is monitoring this situation and adapting the content of BEC to the platforms and trends.

It is also clear that the interaction with the users and the traffic towards all platforms are significantly higher when live events are taking place. Looking at the YouTube numbers it is clear that the live events generate views, but the decrease in the number of views is also connected to the decision to stream less content on YouTube and instead provide the streams on the Badminton Europe streaming platform, www.badmintoneurope.tv. The number of views on the Badminton Europe streaming platform should therefore be added to those of YouTube. In 2020, the streaming platform had 2.647.000 page views.

The KPIs for Facebook and YouTube have been met, and under normal circumstances, the KPIs for the website and Instagram were expected to be met as well. The website numbers were lower than in 2019, but our opinion is that it would have been even lower if daily content to the fans had not been a focus throughout the year. Despite high activity and relevant content, Instagram could not follow up on the numbers from previous years, and our opinion is that one of the reasons is the lack of video content from ongoing tournaments and content the fans have not seen before. Twitter is currently not a priority for Badminton Europe, but we do not see a need to close the account.

The Badminton Live Application also had a hard time in 2020. With 6.500 new users downloading and signing up to the app, the number is lower than expected. Looking at the average number of downloads and sign-ups before the COVID-19 lockdown, the opinion is that the KPI would have been met by 2020. In late 2020, version two was launched with new features and integration of the streaming platform.

The database has been growing throughout 2020 but not as fast as expected. A single sign-on (SSO) has been implemented on the streaming platform, which will bring more users into the database. Based on the first numbers we got from the 2021 European Mixed Team Championships Qualification the fans sign-up to the platform to watch badminton, and with more tournaments and even higher quality of matches and streaming productions, the expectation is that the number of people in the database will increase with SSO for the communication platforms and with the launch of the new Federation Data Toolkit.

The engagement has been a keyword for Badminton Europe on social media throughout 2020. The COVID-19 situation forced many people to stay at home and shortly after the lockdown Badminton Europe launched different initiatives for the fans, so they could enjoy some sort of badminton although they could not go to the hall and play themselves or travel to tournaments to watch the stars.

For example, Badminton Europe encouraged the fans to colour Smashy and be creative. The communication department received a lot of great drawings and videos, which were published on our social media and website.



BADMINTON@HOME

The #BadmintonAtHome initiative was launched shortly after the COVID-19 lockdown and it is clear for the communication department that fans missed going to the hall to watch or play, but at the same time, they wanted to share their experience through social media.

More than 100 videos were sent to Badminton Europe and many videos were shared on the BEC platforms with positive feedback.

Post COVID-19, this is something Badminton Europe will continue to focus on moving forward, so badminton fans all around the world can be inspired no matter who they are and where they are.

STREAMING PLATFORM WWW.BADMINTONEUROPE.TV

In October 2019, Badminton Europe relaunched www.badmintoneurope.tv, and the 2020 European Men's & Women's Team Championships, the 2020 European U15 Championships, the 2020 European Junior Championships and the 2021 European Mixed Team Championships Qualification were some of the events streamed on the platform.

The goal is to create a unique badminton streaming platform with live streaming, On Demand content and special features for badminton fans, and in a year with less activity compared to normal, new initiatives and features have been launched to make the platform as relevant as possible for the fans.

A series of Communication and High Performance webinars as well as a Circuit Organisers Workshop were published on the platform, and a new Badminton Europe Update project was launched in December to give the Member Associations and other stakeholders an update on what is happening within the Badminton Europe office. The webinars and Badminton Europe Updates will continue in 2021.

Another new feature introduced on the platform is the 24/7 channel. This feature gives the fans the option to watch the best from the past all day long and matches featuring former European top players and the current stars and talents get new life with this newly invented feature. This has also proved the value of the platform for Badminton Europe.

MEMBER ASSOCIATIONS

In January 2020, the Communication & Media Commission decided to focus on supporting the Member Associations on getting pictures from the Badminton Europe major events and European tournaments.

Badminton Europe delivered photos from the Badminton Europe major events and 12 organisers/Member Associations have committed to the project, where they share their photos on the Badminton Europe platforms for the Member Associations to use.

Sharing the pictures from their tournaments also allows the Member Association to use the photos for editorial use from the other tournaments.

In the summer of 2020, the Communication Manager hosted five webinars and a Q&A session for the Member Associations and the players. The feedback from the Member Associations was positive, and future Q&A sessions are already in the pipeline.

MEDIA RELATIONS & PRESENTATION

Badminton Europe media relations are mainly handled by the Communication Manager. Throughout the year, several media have approached Badminton Europe for various comments and were promptly responded by the Communication Manager and the General Secretary.

The plan was to invite external journalists for the 2020 European Championships in Kyiv, but due to the postponement, this plan has been pushed to 2021.

Throughout 2020, Badminton Europe have received multiple requests from media such as the BBC and Amazon, who would like to use video footage from BEC major and circuit events. These requests have been handled by the Communication Manager, the General Secretary and the Badminton Europe media partner.



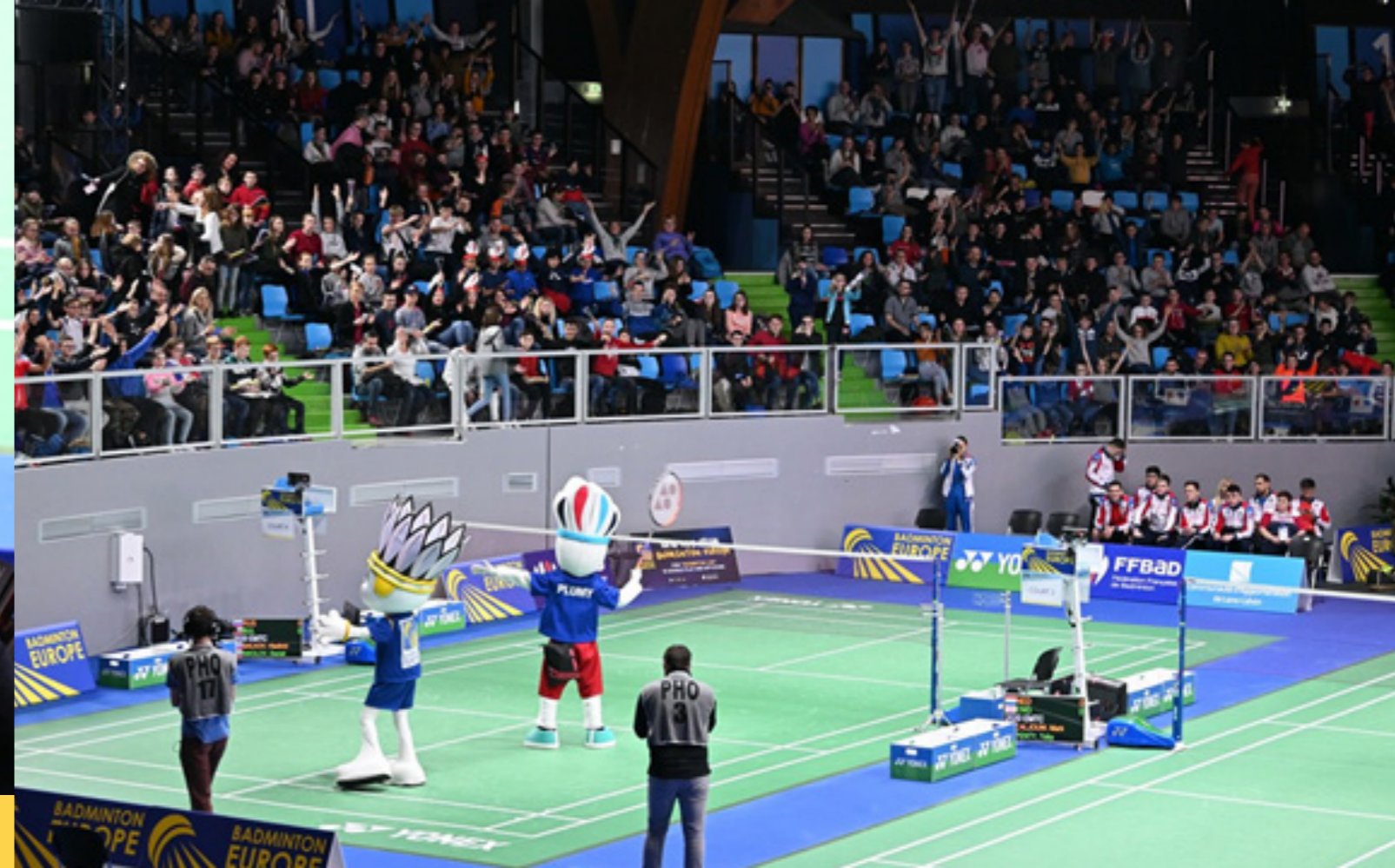
SPECTATORS

The 2020 European Men's & Women's Team Championships in Liévin, France, was the only chance for European badminton fans to watch a Badminton Europe major event live in 2020. Due to the COVID-19 situation, spectators were not allowed for the 2020 European Junior Championships and the 2021 European Mixed Team Championships Qualification, leaving the February event as the only 'normal' event.

The available numbers show that the percentage of spectators at the EMWTC compared to the planned capacity was 97 per cent (2.617 of 2.700) in the quarterfinals, 60 per cent (1.623 of 2.700) in the semifinals and 46 per cent (1.248 of 2.700) in the finals.



In 2020 only one issue of the BEC Magazine was printed. The magazines were handed out at the 2020 European Men's & Women's Team Championships



TELEVISION & MEDIA PARTNER

In 2020, Badminton Europe again facilitated our media partner, Sportradar. Badminton Europe produced on-court interviews for the 2020 European Men's & Women's Team Championships in February, where we also provided the text for the graphics for television production.

The 2020 European Men's & Women's Team Championships have been broadcast in the following territories:



- Denmark (TV2)
- France (Sport En France)
- Spain (RTVE, Federación Española de Bádminton)
- Russia (Teleradiopkompaniya Start Ltd.)
- Malaysia (ASTRO)
- China (Hunan Television)
- Europe (EBU)

WEBSITE AND COVERAGE

Badminton Europe has been on-site (live) at all major BEC events, at two BEC Circuit tournaments and one BWF World Tour tournament in 2020.

In 2020, www.badmintoneurope.com has seen around 700 published posts. The ambition is to bring badminton news to the fans every day and this was successful as the average of daily articles on the website was 1,9 articles per day in 2020.

The plan for 2021 is the continuing coverage of the biggest tournaments in the world. Badminton Europe will continue being on-site with at least one Badminton Europe communication employee at all major BEC Events, Thomas & Uber Cup and the World Championships. Badminton Europe will also be on-site at a number of the BEC Circuit tournaments and BWF Tournaments in Europe in 2021 if the COVID-19 situation allows it.

The BEC Magazine was published and handed out at the 2020 European Men's & Women's Team Championships in Liévin, and the magazine will also be published online at the 2021 European Mixed Team Championships and we may be able to return to having a printed version for the 2021 European Championships if spectators are allowed in the venue. It is also expected that the BEC Podcast will be recorded at the Denmark Open in October 2021.

ACKNOWLEDGEMENTS

All in all, it's been quite a year and it couldn't have been possible without the diligent BEC staff. In such times, it all comes down to trust and engagement.

I would therefore like to extend my gratitude and call for big applause for the ever-inspiring Communication Manager Rasmus Bech, always-proactive Officer Alan Raftery, ever-creative Officer Laura Martí Diez, always-hard-working Intern Emilie Sommer and all the external writers who contributed their part of the story. My thanks, therefore, go to the fans as well, as it's also been their content and inspiration we have turned to.

On top of that, the fans remained loyal and devoted followers. I would also like to thank the Communication and Media Commission members. Last but not least, I would like to thank General Secretary Brian Agerbak and his Deputy Jimmy Andersen for keeping ties together and pulling the strings in the background, so that the work continued uninterrupted and the shuttle kept flying.

Andrej Pohar
Chair of Communication and Media Commission
14 January 2021

Chair of the Commission: Richard Vaughan

Badminton has faced a huge challenge in 2020 in the wake of the COVID-19 pandemic. High Performance has been no exception, as the pandemic has shown to be a strong opponent with great persistence. We decided early on to take on the fight and are motivated to continue for as long as it takes in order to keep the activity level as high as possible around Badminton Europe's High Performance activities. This is to ensure that players can be as prepared as possible for the Tokyo Olympic Games and the Badminton Europe team remains available to all Member Associations to help, where possible, in the High Performance space.

In 2020, we had two Commission meetings. The first was a physical meeting in January in Copenhagen and the second was a virtual meeting in November. Below I have outlined how we have tracked against the key performance indicators (KPI) in the Badminton Strategy for 2020.

HIGH PERFORMANCE IN MAs

The analysis of the 2020 Member Survey has shown that our MAs have developed within the High Performance area.

DEVELOPMENT LEVEL	KPI	STATUS BY 2020
Developed	Minimum 37	43
Established	Minimum 13	26
Advanced	Minimum 5	7

We reached all three KPIs, which is satisfying. Additionally, it was a target that 39 of our MAs will have a High Performance plan by 2020. With 43 MAs currently having a High Performance plan, we achieved this KPI.

In the last part of 2020, we started the process of drafting and discussing Memorandum of Understandings (MoUs) with our MAs. The goal with the MoUs is to strengthen the cooperation between Badminton Europe and our MAs with the aim of developing badminton in our MAs and across Europe. Out of the current 22 signed MoUs, 18 of them had a High Performance focus included. The KPI of reaching 15 MoUs with a High Performance focus was achieved.

It is very satisfying that our MAs are both committed to and are developing the High Performance area and we are looking forward to helping and supporting their development in the years to come.

WORLD RANKING & 2020 OLYMPIC GAMES

The KPI of having five players/pairs in the top 25 of the BWF World Ranking in all disciplines in 2020 was not reached in all disciplines. The BWF World Ranking was frozen from 17 March 2020 due to how the pandemic would influence the international tournament calendar. The frozen BWF World Ranking did not allow the European players/pairs to improve their rankings.

The table below shows the number of European players/pairs in the top 25 BWF World Ranking, when it was frozen.

DISCIPLINE	PLAYERS/PAIRS IN TOP 25
Men's singles	4
Women's singles	3
Men's doubles	5
Women's doubles	4
Mixed doubles	6

The 2020, the Olympic Games were postponed to 2021 due to the pandemic. The KPIs of having 25 European passports participating in the 2020 Olympic Games and also winning four European medals could not be reached.

CENTRE OF EXCELLENCE (CoE)

The CoE started 2020 very strongly, being at full capacity with 26 permanent players. We started the first couple of months of 2020 by reaching our KPI of having on average 26 players at the CoE. Players and coaches were looking to an exciting year with the 2020 Olympic Games as the highlight for the top players. A specific strategic plan for 2020-2024 for CoE has been developed, which was a KPI for 2020 and is ready to be implemented in the years to come.

In January, a women's singles training camp took place with a planned participation of eight players. Players like Kristin Kuuba and Ksenia Polikarpova attended the camp, which was very intense and with high focus from the CoE coaching team. Unfortunately, three players withdrew from the camp with last minute injuries.

On 13 March 2020, things around the CoE changed significantly. Denmark was forced into lockdown because of the pandemic, which also meant that the CoE had to close, as indoor sports were not permitted.

HIGH PERFORMANCE COMMISSION

(Order paper item 2.7)



The players went home to their native countries and followed the situation closely in order to return to the CoE as soon as it would re-open. The players received good support from Badminton Europe to organise their training sessions at home. We also kept a high information level during the lockdown through weekly newsletters to the players.

On 10 June 2020, the CoE re-opened the doors and training was back on. Players came back to Denmark over the next couple of months when travel restrictions from the different countries were lifted. COVID-19 procedures and protocols for training and travelling were put into place and updated monthly to ensure a safe training environment. In August, we were back to 17 permanent players.

Despite the difficulties caused by the pandemic, we still maintained a high activity level. The CoE has proven, during the pandemic, not just to be of great value for the permanent players but also an opportunity for players to get inspiration and motivation through short-term or long-term stays. Throughout 2020, BEC awarded 11 BEC Scholarships (10 for players and one for a coach) and 17 players have been part of the CoE training for between a few weeks to a couple of months. During December, we reached full capacity again at the CoE with many players being there on different lengths of stays.

Out of the 26 players, when we were back at full capacity in December, 19 of them were permanent players.

Goal setting is a key element in the work with the players. The overall KPI is that 80 per cent of the players' annual individual goals should be achieved. Due to the pandemic and the lack of tournaments, the focus of reaching certain result goals changed to focus on development of skills and competencies instead. The KPI was therefore not reached.

We were also pleased to welcome the French Para badminton player, Ménil Loquette, for a two week training period in December at the CoE.

In 2020, we also extended the agreement for the CoE to stay in the great facilities at Holbæk. Holbæk Sportsbyen and Sportellet have been the surroundings for the CoE for the past one and a half years and we are pleased that we will be in Holbæk until the end of 2024. We were met with some price increases in the new contract, which forced us to evaluate our current price structure at the CoE. Normally the players cover their costs for accommodation and Badminton Europe covers all training related costs. Due to the price increases it was decided that only part of the price increase for accommodation would be put on the players. This means that Badminton Europe still covers all training related costs but also supports the players with the accommodation related costs.

CoE coaches Kestutis Navickas and Judith Meulendijks left their positions in July 2020. Thanks to both Kestutis and Judith for their contribution to the CoE and I wish them all the best for the future.

The very experienced Danish coach John Dinesen was hired as a new addition to the CoE coaching team. John has many years of international coaching experience from coaching jobs in Switzerland, Austria and Germany. John is forming a very strong and experienced coaching trio at the CoE together with CoE Head coach Jeroen Van Dijk and CoE coach Peter R. Jensen. A warm welcome to John.

We would like to thank the Badminton World Federation for the constructive dialogue and partnership through this challenging year. Other stakeholders as Stenhus Gymnasium, Stenhus College, Stenhus Kostskole, Holbæk Sportsfoundation and Holbæk Sportsbyen should also receive our thanks. We are looking forward to four more productive years.

WORLD CLASS PROJECT

The World Class project, which aims to strengthen the cooperation between the European top nations to further develop their top players and top talents, was planned to really kick off in 2020. Unfortunately, the pandemic forced us to rethink this plan as it became very difficult to bring players and coaches together from different countries.

One of the KPIs for the World Class project for 2020 was to develop a concept that motivates and facilitates cooperation between the top nations at the top player level, amongst the most talented U17/U19 players and the coaches. Another KPI was to ensure buy-ins from the European top nations for the World Class project. Both KPIs have been reached as the concept has been developed and the dialogue with European top nations about the world class project is very positive.

Despite the pandemic, the French Badminton Federation took the lead in organising two High Performance camps. Badminton Europe was ready to support the camps financially. A doubles camp was planned to be held in France and a singles camp in the Netherlands. Unfortunately, both camps had to be cancelled due to the pandemic.

During the 2020 Denmark Open, we had a meeting with five of the European top nations, Germany, France, England, Scotland and the Netherlands. All countries still showed high motivation and dedication to the World Class project. It was decided to organise a High Performance camp in Germany with the German Badminton Association as organiser and again with financial support from Badminton Europe. The camp was unfortunately also cancelled due to the pandemic.



Cooperation among the European top nations, when at the World Tour tournaments, is a KPI for the World Class project. The KPI was specifically to get the top nations to train together between two Asian tournaments in three out of five disciplines. During the YONEX Thailand Open 2021, it was possible for us to coordinate and organise common training sessions between Germany, France, the Netherlands and England. Even though we did not reach the KPI in 2020, we managed to get this done very early in 2021.

It was a KPI for 2020 to deliver training camps for the most talented U17/19 players in Europe. Unfortunately, the pandemic did not make it possible for us to bring the juniors together.

I would like to thank the European top nations for their dedication to the World Class project and effort to try to organise the High Performance training camps. Even though we did not succeed in 2020 with the camps, we will continue our efforts in 2021.

BEC CERTIFICATED TRAINING CENTRES (BEC CTC)

In 2020, we welcomed three new BEC Certificated Training Centres to the programme. The national training centres of both Scotland and Poland together with Loughborough University, England, joined the list of BEC CTCs. Unfortunately, three BEC CTCs were not able to continue in 2020. Thus, we still have a total of 10 BEC CTCs across Europe.

On 18 December 2020, the annual meeting for the BEC CTCs was held virtually. Basic information of Badminton Europe's many different programmes was shared. Badminton Scotland and Loughborough University, England, also inspired us all through two interesting presentations on how they have handled training during periods of lockdown.

or cancellations. It was difficult to find a suitable time for the course, where many coaches would be available. As the 2020 Olympics was postponed to 2021, we decided to stay with our original plan of delivering the course after the Olympics and therefore postponed the course to 2021. The KPI of having 15 level 3 coaches by 2020 was therefore not reached.



ADVANCE BADMINTON COACHING EDUCATION THROUGH THE DEVELOPMENT OF A EUROPEAN BADMINTON COACHING FRAMEWORK

Through the Erasmus+ programme, the EU Commission approved our application for the development of an Advance Badminton Coaching Education through the development of a European Badminton Coaching Framework. The EU will financially support the three-year project with a total of 399.265 Euros. Badminton Europe is leading the project and will develop a state-of-the-art European Coaching Education together with the following six partners:

- International Council of Coaching Excellence
- German Badminton Association
- Badminton Netherlands
- Badminton Scotland
- National University of Physical Education and Sports in Bucharest
- University of Cyprus Sports Center

The project will start in January 2021 and be completed by the end of December 2023.

A lot of effort has been put into the application for this project and I cannot wait for us to get started. We have three exciting years ahead of us.

COACH EDUCATION LEVEL 3

The Coach Education Level 3 course was planned to be delivered after the 2020 Olympics. The target group of coaches for this course is high performance coaches working with players participating in BWF World Tour tournaments and tournaments on the European circuit. Due to the pandemic, the tournament calendar was changed frequently due to tournament postponements

WEBINARS

The pandemic has forced everyone to work more virtually in 2020. In the High Performance area, we delivered two webinars with focus on talent development. In 2021, we will explore the virtual world even further and deliver more webinars.

ACKNOWLEDGEMENTS

Luca Crippa decided to leave his position at Badminton Europe by the end of November. I would like to thank Luca for his dedication and contribution to the High Performance area in general, but especially around the logistics and on-site management at the Centre of Excellence.

Mari Carmen Casermeiro will be replacing Luca and she will start at the beginning of February 2021. I am looking forward to welcoming Mari Carmen to the Development & High Performance team.

Finally, I would like to thank all stakeholders in the related projects and especially the Badminton Europe Team for all their hard work throughout the year.

Stay safe!

Richard Vaughan
Chair of the High Performance Commission
13 January 2021



MAJOR EVENTS COMMISSION

(Order paper item 2.8)



Chair of the Commission: Renna Unt

The Major Events Commission had two meetings in 2020, in January and in September.

The meeting in January in Copenhagen was the last meeting that was done in person before the COVID-19 pandemic hit. There were some good discussions related to the bidding process of Major Events, which has led to some changes in the bidding model that should make hosting Major Events more accessible to all Members. In addition, some regulation changes were made and approved for the European Championships, European Club Championships and European Senior Championships, which have the goal to improve the quality of these Major Events and to give extra opportunities for hosts to organise them.

The Commission meetings originally planned in June, were cancelled due to the travel restrictions in place because of COVID-19. Instead, a virtual Major Events Commission Meeting was held in September. During this meeting, some decisions were made regarding the seeding and the draw of the 2020 European Junior Championships, which were needed due to the special circumstances as a result of the pandemic. The COVID-19 guidelines for BEC sanctioned events were also approved.

A recurring topic in both Commission meetings and in between meetings was the format of the European Men's & Women's Team Championships, in combination with the European U15 Championships that is held alongside the event. It is nearly impossible to find hosts to organise these two events together in the current format. It has also been the aim of the Commission to investigate ways on how to raise the quality and appeal of events to the public and media. For these reasons, the Commission is looking into other options based on several conducted surveys with our Members and information gathered from other important stakeholders. A final decision regarding the future of both events will be made in 2021.

EVENTS IN 2020

2020 started with the European Men's & Women's Team Championships in Liévin, France. From 11 to 16 February, 34 men's and 29 women's teams were competing against each other in the Arena Stade Couvert de Liévin, with 528 players in total. Denmark proved to be the strongest country, winning both the men's and women's competition against respectively the Netherlands and Germany in very exciting finals.

The 2020 European U15 Championships were organised alongside the 2020 European Men's & Women's Team Championships and it was once again a great experience for the record number of 229 young players to be competing in the same hall as the current top European players. Overall, the tournament was dominated by Denmark (five medals), Russia (four medals), Sweden (three medals) and Turkey (three medals). Our sincere thanks go to the Fédération Française de Badminton for organising two top-class events.

Both the 2020 European Championships, scheduled in Kyiv (Ukraine) from 21 to 26 April, and the 2020 European Club Championships, scheduled in Białystok (Poland) from 23 to 27 June, had to be cancelled due to the COVID-19 pandemic. Luckily, both organisers are still keen on organising the events and will do so in 2021 instead.

The 2020 European Senior Championships was allocated at the beginning of 2020 to the Croatian Badminton Association to take place from 27 September to 4 October in Zadar. However, similar to the previous two events, this event could not be held due to the COVID-19 restrictions. Rather than cancelling the event, the Croatian Badminton Association requested a postponement to 2021, when there would normally not be a European Senior Championships.

Badminton Europe approved this postponement, which means that the event will be held from 20 to 27 June 2021 with the same age regulations in place as if the event had taken place as scheduled in 2020.

The 2020 European Junior Championships was originally allocated to Poland, to take place in Gliwice at the beginning of November. However, the Polish Badminton Association informed Badminton Europe in June 2020 that they would not be able to host the event due to the COVID-19 restrictions and measures in place in Poland.

As Badminton Europe still wanted to give the opportunity to U19 badminton players to compete for the title of European Junior Champion, we searched for a new host and found one in Badminton Finland. Despite the pandemic, they were very eager and willing to host this event in Lahti, at the Pajulahti Olympic and Paralympic Training Center, where we could create a safe bubble which very much resembled an Olympic village.



Although it required a great deal of preparation work in a very short time, the event was successfully held from 29 October to 7 November with a total 16 teams actually participating in the team event and 170 players in the individual event.

Although Denmark was the winner of the team event, it was Germany (four medals), Russia (four medals) and France (three medals) who dominated the individual event.

Our utmost thanks, and congratulations, to Badminton Finland, who hosted a splendid event in Lahti in these difficult times. Badminton Europe hopes that more major events will take place in Finland in the upcoming years, starting with the Final Stage of the 2021 European Mixed Team Championships in February 2021.

The year ended with the Qualification Stage of the 2021 European Mixed Team Championships, which was planned at six different locations across Europe: England, Belgium, Austria, Germany, France and Portugal. Due to the COVID-19 pandemic, two groups could not take place, which resulted in Germany and France qualifying for the Final Stage directly as seeded teams in those groups.

The other four groups did take place, and besides Germany and France, England, Russia, Scotland and the Netherlands will be joining reigning champion Denmark and host Finland at the final stage in Vantaa, Finland in 2021.

The Qualification Groups across Europe were organised perfectly and congratulations to both the host countries and the countries who are through into the finals next year.



EUROPEAN MEN'S TEAM CHAMPIONSHIPS



EUROPEAN WOMEN'S TEAM CHAMPIONSHIPS



EUROPEAN U15 CHAMPIONSHIPS

MS	ROMEO MAKBOUL	DILLON CHONG	WILLIAM BØGEBJERG	FILIP SWAHN
WS	NELLA NYQVIST	RAVZA BODUR	GALINA MEZENTSEVA	KALOYANA NALBANTOVA
MD	WILLIAM BØGEBJERG / ROBERT NEBEL	YAROSLAV MARTYNOV / ALEKSEI ZAEV	MADS ANDERSSON / OTTO REILER	ROMEO MAKBOUL / FILIP SWAHN
WD	ANNA-SOFIE NIELSEN / MARIA HØJLUND TOMMERUP	CLEMENCE GAUDREAU / CAMILLE POGNANTE	RAVZA BODUR / TUGCE DAMAR	POLINA MASTIAEVA / GALINA MEZENTSEVA
XD	YAROSLAV MARTYNOV / DARIA KHARLAMPOVICH	ROBERT NEBEL / ANNA-SOFIE NIELSEN	BUGRA AKTAS / SINEM YILDIZ	ERWAN HAMEL / ELSA JACOB



EUROPEAN JUNIOR TEAM CHAMPIONSHIPS



EUROPEAN JUNIOR CHAMPIONSHIPS

MS	CHRISTO POPOV	YANIS GAUDIN	MATTHIAS KICKLITZ	JOAKIM OLDORFF
WS	ANASTASIIA SHAPOVALOVA	EDITH URELL	NELLA NYQVIST	MARIJA SUDIMAC
MD	WILLIAM KRYGER BOE / MADS VESTERGAARD	EGOR KHOLKIN / GEORGII LEBEDEV	SERGEJ LUKIC / MIHAJLO TOMIC	KILIAN MING-ZHE MAURER / MATTHIAS SCHNABEL
WD	ANASTASIIA BOIARUN / ALENA IAKOVLEVA	LEONA MICHALSKI / THUC PHUONG NGUYEN	CLARA LØBER / METTE WERGE	POLINA BUHROVA / MARIIA STOLIARENKO
XD	MATTHIAS KICKLITZ / THUC PHUONG NGUYEN	GUSTAV BJORKLER / EDITH URELL	LEV BARINOV / ANASTASIIA BOIARUN	CHRISTO POPOV / FLAVIE VALLET



The following allocations of European Championships were made in 2020:



TECHNICAL OFFICIALS

In January 2020, the Badminton Europe Technical Officials Committee (TOC) was established and Sven Serré was named Chair of the TOC while the Chair of Major Events (Renna Unt) and Chair of Circuits (Martin Kranitz) also joined this Committee. Following Badminton Europe's ADM, Martin Kranitz was replaced by Radomir Jovović (Vice-Chair of Circuits). The TOC will deal with everyday matters around Technical Officials – an area which has been falling under the Major Events Commission up until now. However, as the area is constantly growing, and due to the importance of the field, it was suggested and decided to establish its own committee, which shall report directly to the Board of Directors. The first TOC meeting was held in February.

Due to various tournaments being cancelled, it was only possible to organise a limited number of umpire activities in 2020. Those activities took place during two BEC Major Events: the 2020 European Men's & Women's Team Championships (assessment towards the BEC Accredited level and appraisal of BEC Accredited/ Certificated umpires) and the 2020 European Junior Championships (National umpire workshop and appraisal, formerly known as 'umpire course') and appraisal of BEC Accredited umpires).

One BEC referee assessment was also organised during the 55 Portuguese International Championships 2020 where Jean-Marc Chancerel (France) successfully passed his practical test and reached the BEC Continental referee level.

Following the assessments during the year, the total number of BEC Technical Officials for 2020 is: 21 BEC Continental referees, 51 BEC Certificated umpires and 90 BEC Accredited umpires.

CONCLUSION

Although it has been a difficult year due to the COVID-19 pandemic, Badminton Europe is grateful that still three Major Events and the 2021 European Mixed Team Championships Qualification Stage could take place in 2020. In addition, the hosts of the three cancelled or postponed Major Events are still keen on organising the same event in 2021, which shows the amazing willingness of our Members to host a European Championship.

Our Major Events have been and will continue to be the best way to showcase our beloved sport and our best players to fans and wider audiences. It is therefore important that together we put in a great effort to have these events taking place, even when this means to reinvent certain aspects, methods and protocols due to current restrictions.

ACKNOWLEDGEMENTS

I would like to thank the Major Events Commission members for their valuable input and cooperation.

I would also like to thank all Members who hosted or were willing to host a Major Event during the COVID-19 pandemic. These are difficult times for everyone, and it was great to see that a lot of you are still eager to keep international badminton going.

Finally, I would like to thank Tamara, Matthieu, Jimmy and Brian for their dedication and excellent work at the office.

Renna Unt
Chair of the Major Events Commission
13 January 2021
39



MEMBER SUPPORT COMMISSION

(Order paper item 2.9)



Chair of the Commission: Emma Mason

The Commission had two Commission meetings in 2020. One physical meeting and one virtual meeting. The physical one took place in Copenhagen on 18 January and the virtual meeting took place via Teams on 8 October 2020.

1. MEMBERSHIP

• Schedule A

In 2020, 52 out of 54 Member Associations (MAs) submitted their Schedule A to the BWF and were considered financial. Greenland and Montenegro were the only two MAs which did not submit their Schedule A.

2. ANALYSE AND CONSULT

2.1. BEC MEMBER SURVEY 2020

The response rate to the annual member survey in 2020 was significantly faster compared to previous years. During the process of receiving survey answers from the MAs, the office planned a live survey Q&A session to enable MAs to ask questions that they may have around the survey questions. The Q&A session was conducted by Brian Agerbak and Tania Teoh. It took place on 22 September 2020 with a total of 39 participants from 25 MAs.



The recorded live session was then shared on our platforms for MAs which did not manage to attend. Below is the timeframe of the BEC Member Survey 2020.

TASKS	DATE OF COMPLETION
BEC Member Survey 2020 sent to MAs	4 September 2020
BEC Member Survey 2020 Q&A session	22 September 2020
BEC Member Survey 2020 received (52/54)	30 October 2020
Cross-check survey answers for selected MAs	6 November 2020 - 11 November 2020

The answers from the survey were used for the Memorandum of Understanding (MoU) preparation. The MoU project will be explained in detailed later in this report. This is the summary of the global results of the BEC Member Survey 2019 vs. 2020:

LEVEL	MA _s BASED ON BEC SURVEY IN 2019	MA _s BASED ON BEC SURVEY IN 2020
ADVANCED	5	4
ESTABLISHED	23	22
DEVELOPED	21	22
DEVELOPING	4	4
TOTAL	53 (1 no reply)	52 (2 no reply)

Given the impact of the pandemic on our MAs and the various government restrictions that have been placed upon them, their athletes, and recreational players, BEC was expecting to see significant changes in the results from 2019 to 2020. However, on closer analysis of the data, only four nations changed to a lower level during that period which reflects a good level of resilience from our MAs. In fact, one MA actually managed to move to a higher level demonstrating their ongoing commitment to improvement, even in the very challenging circumstances that COVID-19 presented. However, we must not become complacent particularly given COVID-19 and the restrictions on our ways of life seem set to continue for some months yet and the full impact of what took place in 2020 may not yet have been reflected in the survey results. BEC and the Member Support Commission will work hard in 2021 to try to preserve or if possible improve the results from 2020 in 2021.

One of the KPIs from our Strategic Plan was to measure the progress of our MAs in Administration. Results for 2020 in 'Administration' are summarised as below:

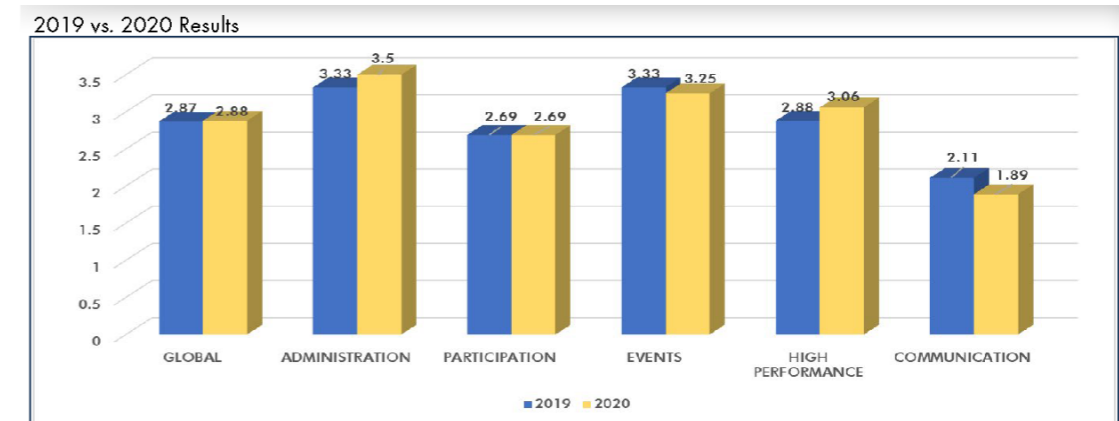
LEVELS	TARGETED KPIs BY 2020	ACHIEVED KPIs BY 2020
Advanced	13 MAs	16 MAs
Established	30 MAs	37 MAs
Developed	46 MAs	52 MAs



2.2. MA REPORT CARDS

The report cards in 2020 were presented in three segments:

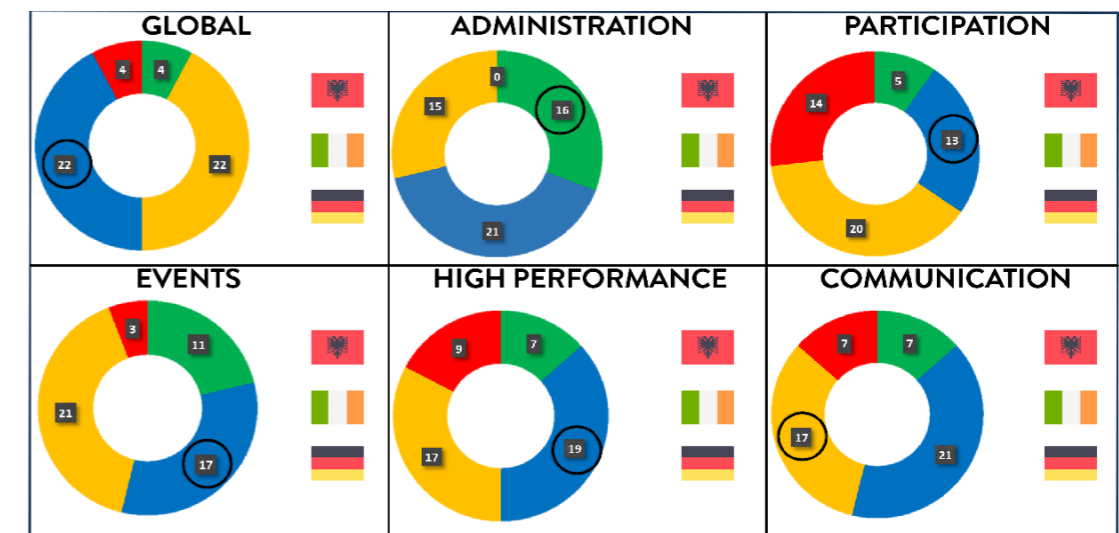
Segment 1: Results comparison of 2019 vs. 2020 with score



Segment 2: Results comparison of 2019 vs. 2020 based on strength from strongest to weakest and status of each area

2019	2020
ADMINISTRATION	ADMINISTRATION ↑
EVENTS	EVENTS ↓
HIGH PERFORMANCE	HIGH PERFORMANCE ↑
PARTICIPATION	PARTICIPATION =
COMMUNICATION	COMMUNICATION ↓

Segment 3: Results comparison of global result, results from five areas vs. three stronger MAs from each area



The idea of providing analysis in segments one and two is to allow MAs to track their progress annually and compare them with the previous year. For segment three, the idea is to enable MAs to have an insight of where they stand as compared to the rest of the MAs in Europe.

In 2020, it is the first time results showing three MAs ranked higher in each area were presented. By doing so, MAs will be able to reach out to these stronger MAs to potentially set up some discussions or meetings to further improve their areas. The report cards were sent to the MAs together with the information and introduction to the Memorandum of Understanding (MoU) project.



2.3. MEMORANDUM OF UNDERSTANDING (MoU)

The MoU project officially started on 25 November 2020. The project description, timeline and objectives were shared with the MAs. The content of the MoU consists of these areas:

- Introduction
- BEC and MA intentions
- Actions of BEC and MA
- The proposed action plans with key performance indexes (KPIs)

The key performance indexes (KPIs) for the five areas (Administration, Communication, Events, High Performance and Participation) were suggested based on each MAs' level of development in the various areas combined with the results from the BEC Member Survey.

MAs are categorised into four levels and the duration of the MoU of each level is as below:

LEVELS	DURATION OF MoU
Advanced	4 YEARS
Established	3 YEARS
Developed	2 YEARS
Developing	2 YEARS

Each MA has been assigned to a member of the development team. The split of MAs for this cycle:

STAFF	MAs
Jacob Oehlenschlaeger	Denmark, England, France, Germany, Spain
Tania Teoh	Austria, Azerbaijan, Belarus, Croatia, Cyprus, Czech Republic, Estonia, Georgia, Gibraltar, Greece, Ireland, Isle of Man, Latvia, Liechtenstein, Lithuania, North Macedonia, Norway, Russia, Portugal, Scotland, Serbia, Switzerland, Turkey, Ukraine
Justine Cammal	Albania, Armenia, Belgium, Bosnia & Herzegovina, Bulgaria, Faroe Islands, Finland, Greenland, Hungary, Iceland, Israel, Italy, Kosovo, Luxembourg, Malta, Moldova, Monaco, Netherlands, Poland, Romania, Slovenia, Slovakia, Sweden, Wales

As of December 2020, 23 MAs signed the MoU. These MAs are Albania, Austria, Azerbaijan, Bulgaria, Croatia, Czech Republic, Denmark, Finland, Georgia, Greece, Hungary, Ireland, Israel, Italy, Kosovo, North Macedonia, Poland, Portugal, Romania, Russia, Slovakia, Slovenia and Sweden. A webpage designated for the MoU was created to enable MAs to follow the progress of this project.

3. BASIS PROGRAMME

The general KPIs against its results are shown in the table below. For a more detailed report of the activities in 2020, please refer under the specific programmes.

PROGRAMME	TARGETED KPIs BY 2020	ACHIEVED KPIs BY 2020*
World Academy of Sport Courses	26 MAs attended	28 MAs attended
Representative Visits	Five visits annually	(four visits in 2018, five in 2019 and one in 2020)
Shadow Programme	Offer annual shadow programme	Achieved
National Umpire Education Programme	45 – 50 umpires attended	39 umpires attended

*2020 = COVID-19 pandemic year



3.1 BEC SHADOW PROGRAMME

Artem Stasiuk, Vadym Husarov and Georgiv Natarov from the Ukrainian Badminton Federation attended the Shadow Programme during the European Men's and Women's Team Championships in Liévin, France from 7-17 February 2020, in preparation for the European Championships that was supposed to take place in Kyiv in April.

A few other participants for the Shadow Programme were already in place but due to the cancellation of the European Championships in Kyiv and BEC Congress in Romania in April, these participations were cancelled.

- Michal Langer (POL) during the European Championships
- Stephen Ferrante (MLT) and Antonios Drillias (GRE) during the BEC Congress



3.2 REPRESENTATIVE VISIT

Two Representative Visit applications were received in 2020. The applications were from the Azerbaijan Badminton Federation (Events) and Badminton Finland (High Performance). The Representative Visit for Events in Azerbaijan was cancelled, as the tournament was cancelled.

The Representative Visit for High Performance was successfully delivered by Jacob Oehlenschlaeger on 22 August 2020 in Helsinki, Finland during their coaches' forum. The topics delivered were on high performance for players and coaches from U9 to U19.

On 15 October, the application of the BEC BASIS Programme for the remaining of 2020 and 2021 cycle was opened. The process took into consideration the feasibility of physical representative visits and proposed virtual meetings prior to the physical representative visits, adapting to the current climate.

3.3 OTHERS

Due to the COVID-19 pandemic and the inability to meet physically, the delivery of these programmes and its respective launches were postponed to 2021: Membership Exchange Programme, National Umpire Education Programme, Volunteer Programme and Coaches Network.

4. INFORMATION

A COVID-19 section was included into the BEC Member Survey 2020 to compile information on the different statuses of the MAs and how each MA is dealing with the pandemic. The results compiled were used to provide different assistance to the MAs.

On 30 October, the office reached out to 27 MAs to collect best practices on returning to play in the respective countries. Eight MAs provided this information. They are Austria, Cyprus, Gibraltar, Italy, Malta, the Netherlands, Slovenia and Wales. They shared summarised information will be published on the Member Support webpage upon approval from the eight MAs in 2021.

These countries' MA Milestones articles were published in 2020, 90th Anniversary for Denmark, 60th Anniversary for Hungary and 30th Anniversary for Romania.

GENERAL COMMENTS

2020 was a very tough year for the whole badminton community and the Member Support Commission recognises that now, more than ever, it will be important to continue our work to build capacity in and further develop our MAs.

The BASIS programme provides a range of existing initiatives, but the Commission will be looking for further opportunities to provide sustainable support to our MAs through and beyond the COVID-19 pandemic.

I am particularly excited to see the development of our MoU initiative and believe that there are great opportunities for shared learning and development across our ecosystem to accelerate the growth of European badminton. I am grateful to those MAs who have shown equal interest in the initiative and become our early adopters. I look forward to reporting back on progress next year.

Due to the pandemic, some staff from the office were sent home. Tania Teoh who deals with the day-to-day planning and implementation of the Member Support

activities was one of them. She was away from March to July and we are delighted to have her back now, working with us. In May, we welcomed Justine Cammal who started with BEC and she joins Jacob and Tania with activities under the Member Support Commission.

I would like to thank all the staff for their ongoing professionalism, good humour, and commitment to the mission of this Commission, irrespective of the difficult working and personal circumstances.

Finally, I would like to thank each of the members of the Member Support Commission in 2020: Andrej Pohar, João Matos, Klavs Andreassen, Renna Unt, Jean Marc Serfaty, Radomir Jovović, David McGill and Espen Larsen for providing their valuable time, input, and challenge to the work of the Member Support Commission.

Emma Mason
Chair of the Member Support Commission
13 January 2021

One Commission meeting took place in 2020 on 17 January 2020 in Copenhagen.

INTEGRATION ON MEMBER ASSOCIATION (MA) LEVEL

Constant communication with the MAs was in place to discuss the possibilities to host Para badminton related activities, such as the Para badminton event, high performance training camps, BWF Para badminton International tournaments and the BWF National Classifier Workshop. Articles and videos were produced for the promotion of BEC activities and Para badminton related activities. More detailed reports about this can be found under 'Promotion' in this report. In 2020, Para badminton activities which took place in the Czech Republic and Norway were published on BEC platforms as promotional purposes. Below is the summary of the integration on MA Level:

STATUS	MA
Has not started Para badminton	13
Has players not organised	5
Organised by an external organisation	12
Organised by the national federation	22
No reply	2
TOTAL	54

39 MAs have started Para badminton activities in their country with different intensities. This resulted in 72 per cent of our MAs governing Para badminton, exceeding our KPI of 62 per cent by 2020.



INTEGRATION IN BEC ACTIVITIES

Nine SU5 Para players (six female, three male) were invited to train at the BEC Centre of Excellence (CoE) in early November but, due to the COVID-19 restrictions in the different countries, the invitations were turned down. MAs were still interested to send these players to CoE but felt more comfortable doing this in 2021 when the pandemic will be more controlled. The world ranking was used to decide on which players to be invited.

PLAYER NAME	MA
Cathrine Rosengren	
Meril Loquette	
Rosa de Marco	
Megan Hollander	
Bartłomiej Mroz	
Beatriz Monteiro	
Ilker Tuzcu	
Zehra Baglar	
Ivanna Redka	

However, MÉRIL LOQUETTE (FRA) was the only player able to come on board and trained at the CoE from 8 December to 18 December.

A total of eight BWF sanctioned Para badminton international tournaments and the Tokyo Paralympics 2020 were included in the BEC Communication Plan in 2020. Unfortunately, only one Para badminton international was organised in 2020. It was the Brazil Para Badminton International.

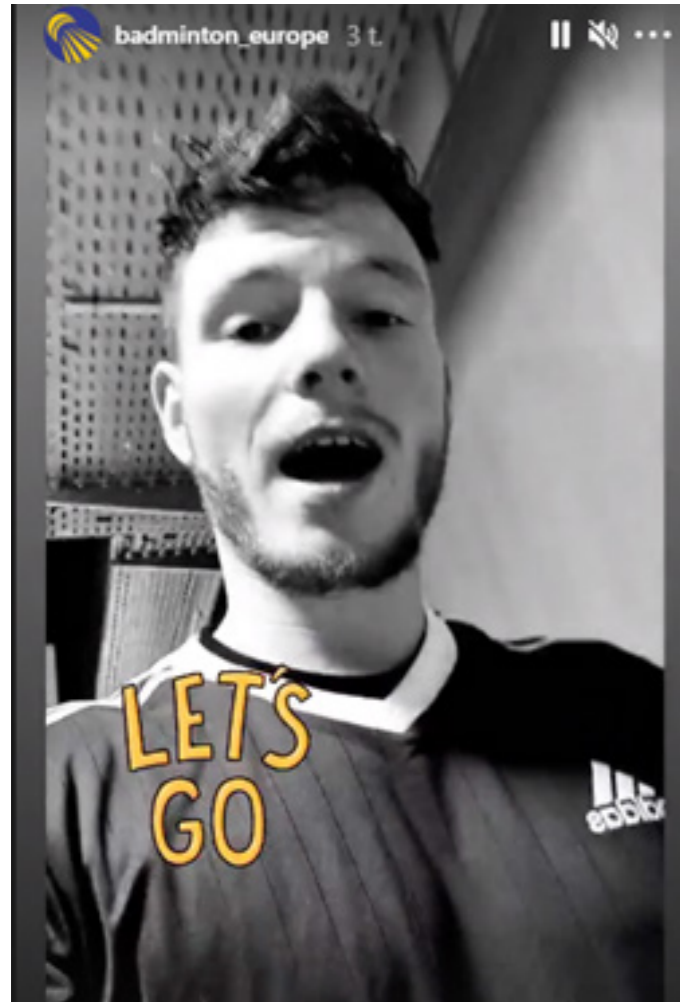
EUROPEAN PARA BADMINTON CHAMPIONSHIPS

Badminton Ireland should have been the host for the 2020 European Para badminton Championships but the tournament was postponed due to pandemic to 2021.



PARA BADMINTON COMMISSION

(Order paper item 2.10)



PROMOTION

Para badminton is an integrated part of the daily communication from BEC. Activities and articles are included in the different projects such as the BEC online magazine, BEC Exclusive, event coverage and day-to-day coverage. Therefore, calculating number of articles published, as part of the KPI, has been discontinued as we have overachieved in the article publishing area.

As for MAs activities published - 17 MAs by 2020 was the KPI and by 2020, we managed to publish Para badminton activities from 16 MAs. Another KPI was to include 10 elite Para badminton players in BEC Social Media activities by 2020. The final KPI for 2020 was with eight elite Para badminton players, two players short from the targeted KPI due to the lack of activities in 2020.

For the first time, a BEC Para badminton Quiz Series was launched on 20 November 2020. This quiz is open to all badminton fans around the world and is published on the third Friday of each month starting from November 2020 to August 2021. The quizzes are divided into 10 series with 10 questions in each series. Every participant will receive cool exclusive badminton e-wallpapers. The

first winner of each series to get all questions correct will be entitled to receive a mystery prize from BEC. A grand prize of a YONEX racket is also up for grabs if any participant can answer all 100 questions correctly.

For Quiz one, a total of 53 people participated and two answered all questions correctly. The winner of Quiz one was Fernando Monteiro from Portugal, as he was the first participant to answer all the questions correctly



One 'European Para badminton Towards Tokyo 2020' video was produced and published in February 2020, featuring Megan Hollander (NED)



EDUCATION

2020 BEC Para badminton Event (6th Edition)

Despite the level of uncertainty regarding the organisation of events this year, the 2020 BEC Para badminton event was delivered successfully, in close cooperation with the Portuguese Badminton Federation, from 25 September until 27 September. It was the first time the Portuguese Badminton Federation hosted this event. The number of participants was lower than expected, due to different cancellations from participants who were not able to travel to Portugal without going through a period of quarantine upon returning to their countries. The initial number of applicants was with 32 from 17 MAs, but due to the restrictions, the final number was nine participants from four MAs.

The targeted KPI for coaches attending the Para badminton Event was 120 by 2020. Results by 2020 were 108 coaches, 12 coaches short from our KPI. However, if it was not because of COVID-19 and the participation cancellations, 21 coaches would have attended, giving a total of 123 coaches by 2020.

The participants in this event are listed in the following table:

NAME	PARTICIPATED AS	MA
Arno Boonants	Coach	
Małgorzata Janiaczyk	Coach	
Paulo Mendonça	Coach	
Nuno Santos	Coach	
Jorge Cação	Coach	
Duarte Anjo	Coach	
Ennio Napolitano	Administrator	
Cristiana Silva	Administrator	
Fernando Monteiro	Administrator	
Dina Abouzeid	Expert	
Guillaume Gailly	Expert	
Beatriz Monteiro	Para athlete	
Diogo Daniel	Para athlete	
Bruno Faria	Para athlete	
Joana Canudo	Para athlete	
Inoi Ferreira	Para athlete	
Diogo Silva	National Para badminton Coach	



However, for the coaches and administrators present on-site, the level of commitment was very high. The participants in the Disability workshop (Module 13 of the BWF Coach Education Level 1) were experienced and motivated coaches. The Experts were really satisfied with the participants' contribution and enthusiasm. The lower number of participants allowed reorganising some activities and involved the administrators in the training sessions and exercises more.

Thanks to the Portuguese Badminton Federation's involvement in the event, five players from the national Para badminton team took part in the event, during the coaches' course and for their assessment.

Videos produced for this event were:

- Promo video for application to participate
- Two on-site videos
- Summary video

OTHERS

European Paralympic Committee (EPC)

On 4 November, the EPC President, Ratko Kovacic, announced his resignation from the position of President of the EPC due to personal and health reasons. EPC Vice President, Terje Jentoft Roel, will take over leading the EPC until next years' General Assembly.

Badminton for All - B4ALL Erasmus+ Programme

The 10 international partners of the Erasmus+ Project B4ALL and two staff from BEC (Luca Crippa and Justine Cammal) met virtually on 15 October 2020 for their 5th International Project meeting. The project now entered its third and final phase of delivery and the partners were able to share their respective development and activities delivery. One of the most important information shared was the approval for an extension of the project deadline, until May 2021, to achieve the main Key Performance Indicators. On other matters, the meeting focused on sharing and disseminating the activities and results achieved by the different partners. Lastly, the B4ALL partners were reminded of the importance of promoting the online teaching platform, which will provide a wide range of resources and material about inclusive sport, good practices, and inclusive badminton skills.

BEC Para badminton Player of the year (2019)

No award was given in 2020.

ACKNOWLEDGEMENTS

Finally, I would like to take this opportunity to welcome Justine Cammal who joined the BEC office in May and thank Tania and Luca for their continuous support with the daily tasks from the office to develop Para badminton in Europe.

Also thanks to my colleagues from the Board for their support of our initiatives. To all the Commission Members, Klaus Andreassen, Andrey Antropov, Martin Kranitz, Richard Perot, Carmen Martinez Villanueva, and Matevz Srekl a big thank you for their valuable input all through the year, as well as the rest of the BEC Office staff for their hard work.

João Matos
Chair of the Para badminton Commission
12 January 2021



SPORT FOR ALL COMMISSION

(Order paper item 2.11)



Chair of the Commission: Jean-Marc Serfaty

2020 has been a very different year. The pandemic has had a great impact on badminton activities all over Europe and thus, on the activities under the Sport for All Commission as well. It has been a year with postponements and cancellations of activities. Looking back at 2020, I am still pleased that Badminton Europe and our Member Associations were able to deliver badminton activities despite an ongoing pandemic. Everyone has gained valuable experience in delivering activities under these circumstances. An experience that we will need to use and benefit from 2021.

SPORT FOR ALL COMMISSION

The Sport for All Commission held one meeting in 2020. The Commission met on 18 January in Copenhagen, Denmark, where the strategic plan, the budget and various projects for future implementation were discussed.

MA PARTICIPATION

Out of our 54 MAs, 52 replied and shared their 2020 Schedule A. Based on their replies, the total number of registered players from our MAs amounts to 862.287. The KPI until 2020 was to achieve 1.000.000 registered players. It has proven to be difficult to reach this KPI due to many different registration processes. Leisure players or competitive players are not considered in the same way in our Member Associations. The 'Imagine 2023' working group is in charge of finding a registration model that considers all types of badminton players.

The table below shows the development level of the MAs within the participation area. The numbers are based on the analysis of the 2020 Member survey.

DEVELOPMENT LEVEL	KPI	STATUS BY 2020
Developed	Minimum 39	45
Established	Minimum 18	28
Advanced	Minimum 13	7

Two out of three KPIs were reached. Moving more MAs to the 'Advanced' development level was not achieved by 2020. Closed halls and schools, due to the pandemic, in many of our MAs have made it difficult to deliver participation activities, and therefore, also for our MAs to develop further within the participation area. On the positive side, we have a rather large group of MAs on the 'Established' development level which shows the potential for getting more MAs to the 'Advanced' development level.

SCHOOLS BADMINTON (SHUTTLE TIME)

The Shuttle Time programme got off to a good start in 2020. But like many other badminton activities, the pandemic also had its impact on the number of tutors and teachers educated throughout the year.

The KPI for MAs having implemented the Shuttle Time programme was 40 by the end of 2020. The pandemic did not allow us to reach the KPI as we are still on 38 MAs involved in the programme. In 2021, we will be working hard on getting more MAs to work with the Shuttle Time programme, so we will pass the line of having more than 40 implementing MAs.

In January our, annual Shuttle Time Trainer/Tutor course was organised in Papendal, the Netherlands, with all of the 12 participants from seven countries becoming certified Shuttle Time staff. Thanks to Badminton Nederland for hosting.

With the support of Badminton Europe, 53 teacher courses were successfully held during the year, in which 941 new Shuttle Time Teachers were educated. Unfortunately, no new Shuttle Time tutors were educated in 2020. This means that at the end of 2020 we had a total of 23.052 certified Shuttle Time Teachers and 919 certified Shuttle Time Tutors. With a KPI of 20.000 educated teachers by the end of 2020, we reached our goal and even exceeded it.



On 17 December 2020, we delivered a webinar about the Shuttle Time programme. A total of 35 Shuttle Time coordinators and tutors from 26 MAs participated in the webinar. Three external speakers gave inspiring insight to the Shuttle Time programme. Thanks to Erica Khoo from BWF for updating the participants on the Shuttle Time programme. Also, thanks to Tina Riedl, Austria, and Alina Flint, Ukraine, for sharing their experience, knowledge, and good ideas for the implementation of Shuttle Time in their respective countries.

104 school sets have been delivered in 2020. The school sets are a great tool to start-up badminton sessions. Unfortunately, the pandemic has also influenced the availability and delivery of school sets from our supplier. In 2021, we expect to have more school sets in stock for our MAs to purchase.

The analysis of the 2020 Member survey showed that 48 out of the 52 MAs that completed the survey are organising school tournaments. The KPI of having 50 MAs organising Badminton School Championships was close to being reached.

With schools being highly influenced in different ways by the pandemic with closures, assembly restrictions or other restrictions that make physical education difficult, the activity level of our School Badminton activities has not been as high in 2020 than we normally experience. But the School Badminton project is generally in good shape and we are looking forward to getting back to a normal activity level again.

COACH EDUCATION

In close cooperation with the Cyprus Badminton Federa-

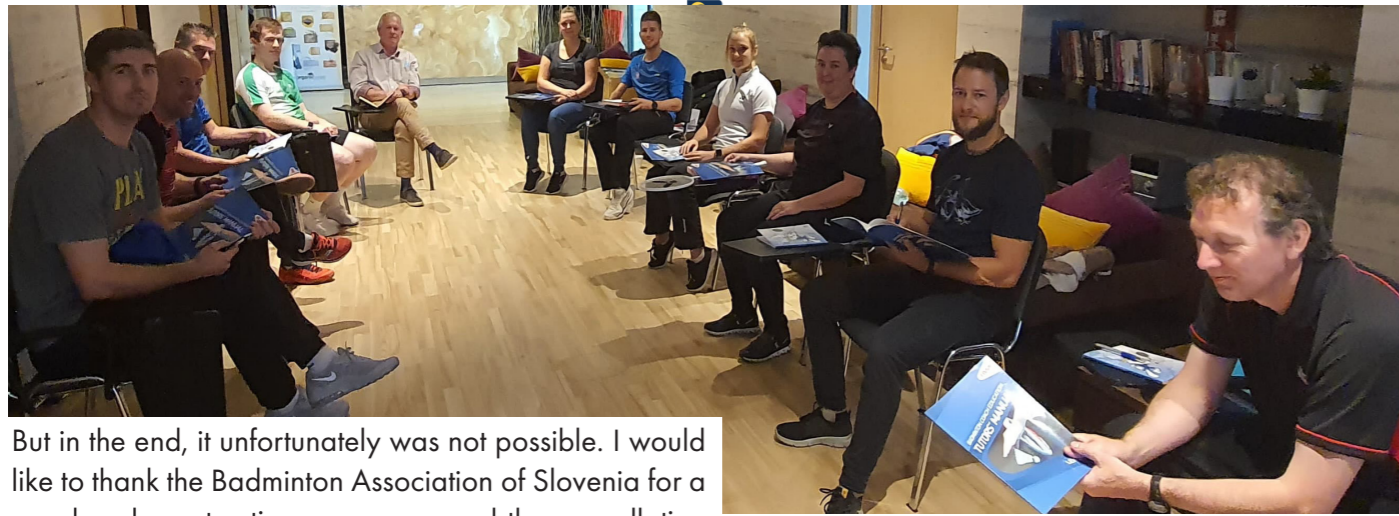
tion, our Level 1 Coach Education course with 11 participants from seven different countries was organised in Nicosia, from 12 to 15 March. Just after the lockdown, in September, we also delivered our Tutor Education Level 1 course with 10 participants from six different countries in Warsaw, Poland. We delivered a Level 2 Coach Education course in Milan from 5 to 11 October. 20 participants from 11 countries had a full week course in Italy.

Both, the Level 2 Tutor Education and the combined Level 1 + Level 2 Coach Education courses, were postponed a few times. The final attempt to deliver the courses was in late November, but it ended up not being possible to deliver it. Travel restrictions and domestic safety measures in potential hosting countries of the courses proved to be too many, and the courses ended up being cancelled.

Thanks to the Cyprus Badminton Federation, the Polish Badminton Association and the Italian Badminton Federation for their cooperation in delivering the courses. We are still optimistic for delivering a full Coach Education programme in 2021 starting with the first courses around May.

RSL SUMMER SCHOOL

The pandemic also forced us to cancel the RSL BEC Summer School which was planned 4 to 11 July 2020 in Podčetrtek, Slovenia. Together with the Badminton Association of Slovenia, we investigated opportunities to postpone the RSL BEC Summer School later in the summer.



But in the end, it unfortunately was not possible. I would like to thank the Badminton Association of Slovenia for a good and constructive process around the cancellation of the RSL BEC Summer School.

The board of directors decided that the 2021 edition of the RSL BEC Summer School should be allocated once again to Podčetrtek, Slovenia. We are looking forward to return in 2021 to these great facilities.

REGIONAL PROJECTS

10 Regional Projects were planned for 2020 with a total of 27 MAs being involved. For the first time, two of the projects were focusing on training camps for Para badminton players. Despite great efforts from the involved MAs to deliver the Regional Projects, only two of them crossed the finish line. Germany and Kosovo managed to organise two good training camps. The remaining eight Regional Projects were, in the end, cancelled.

I want to thank all the 27 MAs involved in the Regional Projects for their persistence and effort in trying to organise the different badminton activities connected to the Regional Projects. Despite not being able to deliver all the badminton activities, it still shows a great spirit among the MAs of getting badminton on the agenda during these difficult times.

Due to the cancellation of the RSL BEC Summer School 2020 and several Regional Projects due to the pandemic, we did not reach the KPI of 40 MAs with players receiving international experience through these activities.

SENIOR BADMINTON AND AIRBADMINTON

In relation to the 2020 European Senior Championships, we planned to deliver some side activities with information regarding the many lifelong health and social benefits of playing badminton. As the 2020 European Senior Championships was postponed to 2021, our pla-

anned activities were also postponed. Based on this the KPI of increasing the number of people coming to the European Senior Championships through the side activities could not be achieved. We are looking forward to delivering these activities in 2021.

AirBadminton is the newest development project from BWF. We have had more talks throughout the year with BWF about this project and its dissemination. We are in the process of clarifying our role with BWF in this project in order to facilitate and support our MAs in the best possible way for its implementation. The KPI of delivering three pilot projects in 2020 was not reached.

ACKNOWLEDGEMENTS

2020 also meant some changes to the Development & High Performance team at the BEC office in Brøndby. In May, Justine Cammal joined the Development & High Performance team. A warm welcome from my side to Justine. Luca Crippa decided to leave his position with Badminton Europe at the end of November. Thanks to Luca for his dedication and contribution to the Sport for All area, and I wish him all the best for the future. Mari Carmen Casermeiro will be replacing Luca and she will start at the BEC office in the beginning of February 2021, which I am looking very much forward to.

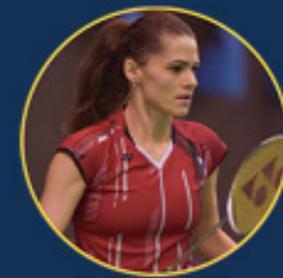
Finally, also thanks to Tania and Jacob, the last members of the Development & High Performance team. Thanks for how you have been taking us safely through a year with a lot of changes and uncertainties. I am pleased that we managed to deliver some Sport for All activities despite the pandemic putting up a hard fight.

I am looking forward to 2021 which will hopefully get us back to a normal life again.

Jean-Marc Serfaty,
Chair of the Sport for All Commission
14 January 2021

GENDER EQUITY AMBASSADORS

#BECGENDEREQUITY



GENDER EQUITY COMMISSION

(Order paper item 2.12)



Chair of the Commission: Klavs Andreassen

The Gender Equity Commission met once in Copenhagen on 17 January 2020 for the Commission Meeting.

SCHOLARSHIPS

With most of the activities in 2020 being either cancelled or postponed, only one scholarship was given in 2020. The recipient of the Women in Badminton Scholarship is Melissa Pire from Belgium for her participation at the BEC Umpire Course which took place in Lahti during the European Junior Championships from 29 October until 7 November 2020.

The remaining budget from the Women in Badminton Scholarship for 2020 was then channelled to the Gender Equity Ambassadors Project after discussion and approval from the Badminton World Federation (BWF).

REPRESENTATION WITHIN BEC

As of 2020, we have the following statistics in female participation.

CATEGORIES	2019	2020
BEC Board of Directors	14.28% - 2 from 14 Directors	14.28% - 2 from 14 Directors
BEC Commission Members	33.33% - 5 from 15 Commission Members	40% - 6 from 15 Commission Members
BEC Office Staff	33.33% - 5 from 15 Office Staff	42.85% - 6 from 14 Office Staff

The female participation percentage in the BEC Board of Directors remained the same in 2020. An increase was seen for both the percentage of Commission Members and female office staff with 6.67 per cent and 9.55 per cent respectively. The KPI to have 20 per cent female in BEC Commissions by 2020 was achieved, with 40 per cent at the end of 2020.

I strongly urge all the MAs to nominate any potential female administrators to join the BEC Board of Directors and apply to be Commission Members in our Commissions.

PROMOTION AND COMMUNICATION
An article was published on the 8 of March 2020 to celebrate the International Women's Day.



An equal world is an enabled world: Happy International Women's Day 2020

Date: 3/8/2020 10:07 AM
Published by: Alan Rafferty

Badminton Europe would like to wish you all a happy International Women's Day. Let's all be #EachforEqual.

With increased media attention, greater sponsorship, mainstream television coverage and big wins for women's teams, there's been massive progress made towards creating an equal platform for women sporting champions.

People around the world are coming together to celebrate International Women's Day – and sport is one way to mark the day. Klavs Andreassen, BEC Director and Gender Equity Commission Chair, further emphasises this by stating:

"We are moving into a very exciting time in history where the world now 'expects' gender equity. The world notices its absence and celebrates its presence. In 2019, we continued to play a vital role in our main..."

Articles about the Gender Equity Ambassador Project were published on the BEC Communication platforms. A webpage was also created for the Gender Equity Ambassadors Project.

GENDER EQUITY AMBASSADORS PROJECT

In 2020, the Commission Members together with the office, worked on a new project aiming at promoting good practices about Gender Equity as well as fostering a Gender Equity mindset among all badminton stakeholders. It was decided to select a team of Gender Equity Ambassadors, with a two year term. In good collaboration with BWF Development, we had the opportunity to use the unutilised funding for scholarships on the project in 2020.

Once the project description was finalised, it was shared with all the Member Associations and the application to search for Ambassadors was open from 18 August to 15 September 2020. A total of nine ambassadors were chosen.

The first virtual meeting with the team took place on 19 October 2020. The ambassadors and office discussed the next steps after the official launch during the virtual meeting and decided to use '#BECgenderequity' as the hashtag for all activities related to this project.



On 13 November 2020, BEC officially launched the Gender Equity Ambassador Project. Ambassadors come from different backgrounds and they all reflect multiple areas of badminton: technical officials, coaches, players, administrators, etc. This diversity constitutes a real asset for the success of the project.

The initial project needed to be adapted nevertheless, because of the COVID-19 situation and the restrictions in travel possibilities and gatherings. So, together with BWF, BEC reoriented the first phase of the project to give the Ambassadors an opportunity to start the project in their own countries. Each Ambassador came up with an activity suggestion for which BEC offered financial support to help organise.

The nine chosen Ambassadors and their first national activities are detailed in the following table:



*Status of projects reflects update at the time of document preparation

NAME	MA's	NATIONAL ACTIVITY	STATUS*
Mari Carmen Casermeiro		Webinar series about specific topics relating to female participation in badminton	Delivered on 15 and 16 December
Rachel Choong		Speaker at Badminton England's webinar	Delivered 30 November
Jill O'Neil		Guidelines project and webinar	Webinar delivered on 15 December and guidelines in progress
Gloria Pirvanescu		Training Camp for female players	Cancelled due to COVID-19 restrictions
Patricia Rosa		Webinar about Gender Equity in badminton and other sports	Planned for the end of 2020 or early 2021
Holly Robson		Statistical overview and webinar	Delivered on 30 November
Elena Shcherbacheva		Umpire course and discussion about Gender Equity with the participants	Delivered on 6 December
Tatiana Tuzhilkina		Webinar about Gender Equity with young players	Delivered on 4 December
Marianna Viola		National overview of female participation in badminton and webinar series about Gender Equity	Webinars delivered on 18 November, national overview and mapping in progress

The second virtual meeting took place on 18 December 2020. This meeting allowed the team of Ambassadors and the staff to present and discuss the activities delivered in 2020, the planned activities for 2021 and a brainstorming of new ideas took place during this meeting conducted by Justine Cammal.

OTHERS

In September, the International Olympic Committee (IOC) organised a series of Gender Equality Webinars which Justine Cammal, Tania Teoh and myself took part in. The recorded sessions were then shared with our MAs. These were the topics of the webinars:

Session 1: "Leadership: Entrenching Gender Equality in Electoral Processes" featuring presentations from World Athletics and World Rowing.

Session 2: "Leadership: Developing the Pipeline of Female Governance Candidates" featuring presentations from FIS and FIBA.

Session 3: "Leadership: Developing the Pool of Female Coaches" featuring presentations from World Rugby and Commonwealth Games Federations.

Session 4: "Leadership: Developing the Pool of Female

Technical Officials" featuring presentations from Badminton World Federation (BWF) and Union Cycliste Internationale (UCI).

Session 5: "Portrayal: Removing Gender Bias and Achieving Gender Balance" featuring presentations from BBC Sport and the International Tennis Federation (ITF).

Session 6: "Safe Sport: Developing Policies and Procedures" featuring presentations on Investigations from Beutler International Sports Advisory and on Case Management from the Norwegian Olympic and Paralympic Committee and Confederation of Sports (NIC).

ACKNOWLEDGEMENTS

I would like to thank Justine Cammal, Luca Crippa, Tania Teoh and Jacob Oehlenschlaeger for their hard work for the Commission, my fellow Commission Members for good and constructive discussions during 2020, and last but not least the BEC Board of Directors for being supportive to the Commission's initiatives.

Klavs Andreassen
Chair of the Gender Equity Commission
13 January 2021

ANNUAL FINANCIAL REPORT 2020

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MØLLER
DENMARK
RSL



STATEMENT BY THE BOARD OF DIRECTORS

The Badminton Europe Board of Directors have discussed and approved the Financial Report of Badminton Europe for 2020.

The Financial Report has been prepared in accordance with the accounting policies. We consider the accounting policies used to be appropriate. Accordingly, the Financial Report gives a true and fair view of Badminton Europe's financial position at 31 December 2020 and of the results of the organisation's operations for the financial year 1 January - 31 December 2020.

We recommend that the Financial Report be approved at the Annual Delegates' Meeting on 1 May 2021

BRIAN AGERBAK
GENERAL SECRETARY

PETER TARCALA
PRESIDENT

MIKE ROBINSON
DIRECTOR OF FINANCE

ANDREY ANTROPOV
VICE-PRESIDENT

JOÃO MATOS
VICE-PRESIDENT

KAI SCHÄFER
ATHLETES' COMMISSION
CHAIR

ANDREJ POHAR
DIRECTOR

EMMA MASON
DIRECTOR

JEAN-MARC SERFATY
DIRECTOR

KLAVS ANDREASSEN
DIRECTOR

RADOMIR JOVOVIĆ
DIRECTOR

SVEN SERRÉ
DIRECTOR

RICHARD VAUGHAN
DIRECTOR

RENNA UNT
DIRECTOR

ROBERT DE KOCK
DIRECTOR



MANAGEMENT REVIEW

INFORMATION ABOUT THE CONFEDERATION

Badminton Europe Confederation
 Brøndbytoften 14, 2605 Brøndby
 Phone: +45 21 68 00 82
 Webpage: www.badmintoneurope.com



BOARD OF DIRECTORS



PETER TARCALA
PRESIDENT



ANDREY ANTROPOV
VICE-PRESIDENT



JOÃO MATOS
VICE-PRESIDENT &
EUROPEAN
BWF VICE-PRESIDENT



KLAVS ANDREASSEN
DIRECTOR



ROBBERT DE KOCK
DIRECTOR



RADOMIR JOVOVIĆ
DIRECTOR



EMMA MASON
DIRECTOR



ANDREJ POHAR
DIRECTOR



JEAN-MARC SERFATY
DIRECTOR



SVEN SERRÉ
DIRECTOR



RENNA UNT
DIRECTOR



RICHARD VAUGHAN
DIRECTOR



MIKE ROBINSON
DIRECTOR OF
FINANCE



KAI SCHÄFER
ATHLETES'
REPRESENTATIVE

AUDITOR

EY Statsautoriseret Revisionspartnerselskab Ulrik B. Vassing

BANK

- Danske Bank
- Handelsbanken
- Sydbank

VAT REGISTRATION

Badminton Europe Confederation was VAT registered on 1 January 2017.

The VAT number is: DK27134076



ACTIVITY

Badminton Europe's main objective is to promote and develop the game of badminton in Europe.

DEVELOPMENT IN THE FINANCIAL YEAR

Income is 1.689.726 EUR (2019: 2.338.745 EUR) of which 877.558 EUR (2019: 958.212 EUR) is received by way of grants from BWF. The remainder is generated from badminton events and activities including the Centre of Excellence and from our commercial programme. The income was considerably reduced due to the COVID-19 pandemic which caused a severe reduction in our activities and ability to deliver to our commercial partners.

Costs were also reduced significantly due to activities being cancelled or postponed.

As a result, Badminton Europe's deficit was 6.345 EUR (2019: 47.022 EUR surplus).

The balance sheet remains strong showing net assets of 2.670.364 EUR (2019: 2.676.709 EUR), of which 2.746.227 EUR (2019: 2.283.738 EUR) is held in cash.

THE FINANCIAL BUDGET AND FORECASTS

The Board of Directors expect a deficit in 2021 of 198.800 EUR. The forecasts for 2022 predicts a deficit in the region of 173.500 EUR whereas the forecasts for 2023 predicts a deficit of 292.000 EUR.

EVENTS OCCURED AFTER THE 31 DECEMBER 2020

In the period from 1 January 2021 to the date of issue of the report, there have not been any transactions which would influence the financial report.



INCOME AND EXPENDITURE ACCOUNT

For the year ended 31 December 2020

INCOME

	NOTE	€ 2020	€ 2019
Administration Fee BEC		61.530	61.320
Subscriptions BWF (90%)		80.048	83.529
BWF CC Development Funding	1	877.558	874.683
Entry Fees		43.366	83.770
Sanction fees		55.030	80.570
Withdrawal Fees BEC		3.000	18.930
Rights and sponsorships		480.714	869.470
Sales		27.359	82.696
BEC CoE		55.590	123.929
Bad debts recovered		0	34.075
Miscellaneous income		5.531	25.773
INCOME TOTAL		1.689.726	2.338.745

EXPENDITURE

Sport for All	2	144.224	245.306
High Performance	3	370.112	415.749
Member Support	4	3.494	57.418
Women in Badminton	5	9.279	13.117
Para badminton	6	12.708	42.177
Development		539.817	773.767
Communication & Media	7	50.003	341.076
Major Events	8	152.627	216.802
Circuits	9	19.209	48.563
Events		171.836	265.365
Commercial	10	14.248	16.000
Administration	11	823.531	921.768
EXPENDITURE TOTAL		1.599.435	2.317.976
OPERATING SURPLUS		90.291	20.769
Bank interest		-8.433	-2.190
Exchange rate fluctuation		-88.203	28.443
		-96.636	26.253
SURPLUS FOR THE YEAR		-6.345	47.022

NOTES

NOTES 1: BWF FUNDING

Grants of 877.558 USD were received from BWF for development activities.

	RECEIVED	UTILISED
BWF Base Level Grant	383.192	383.192
BWF Programme/Contestable	121.294	162.475
Gender Equity Grant	12.454	12.454
Para Badminton	13.526	16.792
Marketing Grant	20.000	21.793
Capacity Building	233.073	233.073
Player Development Grant	104.000	104.000
Shuttle Time	52.000	52.000
Tournament Development Grant	28.026	23.026
Technical Officials Grant	6.000	6.000
Referee Development	3.000	3.000
Umpire Development	6.300	6.481
BWF Grants	982.865\$	1.024.286\$
Other + currency	119.783	10.123
Total	1.102.783\$	1.034.409\$
	877.558€	914.541€

The BWF Grants amounts to 52% of the income of Badminton Europe. The documentation for how the money has been spent across the expenditures of the Confederation has been presented to the BEC Auditors as part of the audit process.

NOTES 2: SPORT FOR ALL

	€ 2020	€ 2019
Equipment support	51.442	65.243
Development projects	37.837	138.757
Coach education	54.257	39.171
Commission/Administration	688	2.135
	144.224	245.306

NOTES 3: HIGH PERFORMANCE

Training centres/Scholarships	368.756	412.734
Commission/Administration	1.356	3.015
	370.112	415.749



NOTE 4: MEMBER SUPPORT

	€ 2020	€ 2019
Seminars	0	29.095
MA support	3.125	25.968
Commission/Administration	369	2.355
	3.494	57.418

NOTE 5: GENDER EQUITY

Activities	8.784	10.500
Commission/Administration	495	2.617
	9.279	13.117

NOTE 6: PARA BADMINTON

Activities/Events	10.997	39.810
Commission/Administration	1.711	2.367
	12.708	42.177

NOTES 7: COMMUNICATION & MEDIA

PR/TV activities	-24.683	91.872
Live score/streaming	64.928	228.582
Television	0	2.000
Manager app	9.318	16.773
Commission/Administration	440	1.849
	50.003	341.076

NOTES 8: MAJOR EVENTS

European Championships	121.116	167.071
Events equipment, medals	12.922	5.654
Travel grants	0	1.087
Technical Official's education, clothing	17.666	40.206
Commission/Administration	923	2.784
	152.627	216.802

NOTES 9: CIRCUITS

Circuit equipment	7.310	10.823
Observers and Referees	11.010	35.056
Commission/Administration	889	2.684
	19.209	48.563



NOTES 10: COMMERCIAL

	€ 2020	€ 2019
Sponsor servicing	74	6.973
Leads	1.748	0
TV placement deals	8.000	0
Promotional material	797	5.145
Administration	3.629	3.882
	14.248	16.000

NOTE 11: ADMINISTRATION

Meetings	35.889	102.444
Annual Delegates' Meeting and Gala dinner	13.158	49.030
Travel and accommodation	18.774	38.727
Office expenses	19.175	17.347
Salaries	697.533	694.124
Accounting	405	362
Legal expenses	0	3.575
Audit expenses	9.382	3.750
Postage and stationary	13.899	21.821
Depreciation	1.255	664
Provisions bad debt	1.806	-32.035
Bad debtors	0	0
Miscellaneous administration	10.348	18.431
Bank interest and charges	1.907	3.528
	823.531	921.768



BALANCE SHEET AT 31 DECEMBER 2020

	€ 2020	€ 2019
FIXED ASSETS		
Property	410.000	410.000
Office equipment	2.929	2.308
CURRENT ASSETS		
Equipment stock	750	6.045
Demands	9.804	
Provisions for bad debts	-4.771	5.033
Cash in bank or hand	2.746.227	2.283.738
	2.752.010	2.303.969
CURRENT LIABILITIES		
Accruals, provisions and deferred income	270.759	11.598
Items for other periods	223.816	27.970
	494.575	39.568
Net current assets	2.257.435	2.264.401
Net assets	2.670.364	2.676.709
RESERVES		
As of 1st of January	2.676.709	2.629.687
Surplus for year	-6.345	47.022
	2.670.364	2.676.709



ACCOUNTING POLICIES

The accounting policies used in the preparation of the financial statement are consistent with those of last year.

INCOME STATEMENT

INCOME AND EXPENDITURE

Income and expenditure are recognised in the period in which they accrue. The income and expenditure account is activity based.

BALANCE SHEET

PROPERTY

Property is measured at cost price. No depreciation is provided.

EQUIPMENT

Equipment is measured at cost less accumulated depreciation. Depreciation is provided on a straight-line basis over the expected useful lives of the assets. The expected useful lives are 2-5 years for equipment.

INVENTORIES

Inventories are measured at cost in accordance with the FIFO method. Where the net realisable value is lower than cost, inventories are written down to this lower value.

RECEIVABLES

Receivables are measured at amortised cost. Write down is made for bad debt losses based on an individual assessment of receivables.

PREPAYMENTS

Prepayments comprise costs incurred concerning subsequent financial years.

LIABILITIES

Liabilities are measured at net realisable value.

FOREIGN CURRENCIES

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date. Gains or losses on translation are included in the income and expenditure account.



INDEPENDENT AUDITOR'S REPORT

To the Board of Badminton Europe

OPINION

We have audited the financial statements of Badminton Europe for the financial year 1 January – 31 December 2020, which comprise income statement, balance sheet and notes, including accounting policies. The financial statements are prepared in accordance with generally accepted accounting principles, as described in the accounting policies.

In our opinion, the financial statements of Badminton Europe for 1 January – 31 December 2020 are prepared, in all material respects, in accordance with generally accepted accounting principles, as described in the accounting policies.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

INDEPENDENCE

We are independent of the Confederation in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these rules and requirements.

MANAGEMENT'S RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation of financial statements in accordance with generally accepted accounting principles, as described in the accounting policies and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Confederation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Confederation or to cease operations, or has no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance as to whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.



As part of an audit conducted in accordance with ISAs and additional requirements applicable in Denmark, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Confederation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Confederation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Confederation to cease to continue as a going concern.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

STATEMENT ON THE MANAGEMENT'S REVIEW

Management is responsible for the Management's review.

Our opinion on the financial statements does not cover the Management's review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the Management's review and, in doing so, consider whether the Management's review is materially inconsistent with the financial statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Based on the work we have performed, we conclude that the Management's review is in accordance with the financial statements. We did not identify any material misstatement of the Management's review.

Copenhagen, 1 May 2021

EY GODKENDT REVISIONSPARTNERSELSKAB

CVR no. 30 70 02 28

Ulrik Benedict Vassing
State Authorised
Public Accountant
mne32827

Thomas Holm Christensen
State Authorised
Public Accountant
mne46321



Independent auditor's report
To the Board of Badminton Europe

STRATEGIC PLAN 2021-2024

[APPENDIX 1 - CLICK HERE](#)



**BADMINTON
EUROPE**

BADMINTON EUROPE STRATEGIC PLAN 2021-2024

WE LIVE BADMINTON





BUDGET 2021 AND FORECASTS 2022 AND 2023

(ORDER PAPER ITEM 5.)

INCOME

	ACTUAL 2019	BUDGET 2020	ACTUAL 2020	BUDGET 2021	FORECAST 2022	FORECAST 2023
Administration Fee BEC	61.320	60.000	61.530	60.000	60.000	60.000
Subscriptions BWF (90%)	83.529	82.000	80.048	82.000	82.000	82.000
BWF CC Development Funding	874.683	1.030.873	877.558	923.000	970.000	970.000
Entry Fees	83.770	199.000	43.366	233.200	230.000	280.000
Sanction fees	80.570	88.000	55.030	60.600	97.000	97.000
Withdrawal Fees BEC	18.930	15.000	3.000	6.000	15.000	15.000
EU Projects	0	0	0	130.000	130.000	130.000
Rights and sponsorships	869.470	1.102.000	480.714	869.500	985.000	940.000
Sales and services	82.696	33.000	27.359	83.000	90.000	90.000
BEC CoE	123.929	150.000	55.590	104.000	130.000	130.000
Bad debts recovered	34.075	0	0	0	0	0
Miscellaneous income	25.773	10.000	5.531	10.000	10.000	10.000
INCOME TOTAL	2.338.745	2.769.873	1.689.726	2.561.300	2.799.000	2.804.000

EXPENDITURE

Education				194.200	200.000	200.000
Sport for All	245.306	254.500	144.224	0	0	0
High Performance	415.749	575.000	370.112	587.900	600.000	625.000
Participation				109.900	115.000	120.000
Member Support	57.418	69.750	3.494	19.700	40.000	50.000
Women in Badminton	13.117	16.000	9.279	0	0	0
Para badminton	42.177	48.000	12.708	0	0	0
Meetings				8.000	9.000	10.000
Development	773.767	963.250	539.817	919.700	964.000	1.005.000
Communication	341.076	446.700	50.003	144.600	200.000	210.000
Commercial	16.000	56.000	14.248	143.500	200.000	210.000
Meetings				4.000	4.500	5.000
Business	357.076	502.700	64.251	292.100	404.500	425.000
Major Events	216.802	351.500	152.627	317.200	320.000	330.000
Technical Officials				36.900	40.000	45.000
Circuits	48.563	52.000	19.209	50.000	55.000	60.000
Meetings				2.000	2.500	3.000
Events	265.365	403.500	171.836	406.100	417.500	438.000
International				4.300	10.000	12.000



	ACTUAL 2019	BUDGET 2020	ACTUAL 2020	BUDGET 2021	FORECAST 2022	FORECAST 2023
Governance				31.000	32.000	33.000
Board of Directors				28.800	29.000	30.000
Staff				822.000	875.000	900.000
Office				61.500	62.000	63.000
Professional expenses				27.500	28.500	30.000
Financials				121.000	20.000	20.000
Meetings				46.100	130.000	140.000
Administration	921.768	1.145.500	823.531	1.137.900	1.176.500	1.216.000
EXPENDITURE TOTAL	2.317.976	3.014.950	1.599.435	2.760.100	2.972.500	3.096.000
OPERATING SURPLUS	20.769	-245.077	74.887	-198.800	-173.500	-292.000
Bank interest	-2.190	0	-8.433	0	0	0
Exchange rate gain	28.443	0	-88.203	0	0	0
	26.253	0	-96.636	0	0	0
SURPLUS FOR THE YEAR	47.022	-245.077	-6.345	-198.800	-173.500	-292.000

*Note the variance in income in even and uneven years due to variation in events programme.

BOARD ELECTIONS





ANDREY ANTROPOV

ELECTION OF VICE-PRESIDENT
FOR THE PERIOD OF 2021-2025

National Badminton Federation of Russia proposes the re-election of
Andrey Antropov (National Badminton Federation of Russia)



ANDREY ANTROPOV



Date of Birth: 21 May 1967
Languages: Russian and English

BADMINTON EXPERIENCE AND INVOLVEMENT

- Awarded the Rank of Master of Sport in 1983
- Awarded the rank of International Master of Sport in 1987
- Multiple wins Awarded for The Russian Cup Championships
- Multiple times National Champion (More than 50 Times)
- Three times Winner of the European Cup
- Team member of the legendary SKA-Omsk Team which was the first ever Russian team to win The European Club Championships in Moscow in 1988
- Many times winner of The World Cup
- Many times winner of The European Cup
- Awarded the Bronze Medal at The European Badminton Championships in 1988
- Graduated the Omsk Federal Institute in Sport in 1990
- Participant in The Olympic Games in 1992
- Awarded the Silver Medal at The European Badminton Championships in 1994
- Participant in the Olympic Games in 1996
- Awarded for Excellence in Physical Culture and Sport in 2013
- Diploma from Russian Ministry of Sport for the excellent organization of University Games in Kazan in 2013
- Excellent physical culture and sports award from Russian Ministry of Sport in 2014

OTHER EXPERIENCE AND QUALIFICATIONS

- Director of Badminton for The National CSKA Sports Club (2009 – present)
- Vice President of National Badminton Federation of Russia (1998 – 2009)
- Chairman of Consul of The National Badminton Federation of Russia (2009 – present)
- Event organiser of the European Club Championships 2008, Russian Open, European Mixed Team Championships 2013, Intersport European Championships 2014, European Men's & Women's Team Championships 2016 and 2018, World Junior Championships 2019
- Vice-President of BEC (2013 – present)



ANDREJ POHAR

ELECTION OF DIRECTOR FOR THE
PERIOD 2021-2025

Badminton Association of Slovenia proposes the re-election
of Andrej Pohar (Badminton Association of Slovenia)



ANDREJ POHAR



Date of Birth: 18 July 1974

Languages: English, French, Croatian, Serbian, German

BADMINTON EXPERIENCE AND INVOLVEMENT

As official:

- Member of Badminton Europe Board of Directors – Director for Communication and Media (April 2017 – present)
- Member of Badminton Europe Council – Director for Administration (April 2009 – April 2012)
- Member of Badminton Europe Council – Director for Circuit Tournaments (April 2007 – April 2009)
- President of Badminton Association of Slovenia (March 2010 – May 2018)
- Member of BWF Appeals Panel (2013 – 2017)
- Vice-President of Badminton Association of Slovenia (January 2006 – March 2010)
- Member of Council of Badminton Association of Slovenia (1998 – 2002)
- Member of several committees of Badminton Association of Slovenia (1997 – 2005)
- Involved in International Badminton Players' Federation (1998 – 2004), elected as IBPF representative for Europe (2001)
- Team Manager for Slovenia at all major BWF (IBF) and BEC (EBU) events, including Olympics (1998 – 2006)
- Delegate at several BEC (EBU) and BWF (IBF) AGM's (1998 – present)

As player:

- Involved in badminton since young age
- Professional badminton player (1996 – 2006)
- Winner of EBU Circuit in mixed doubles (1997/98)
- 5 consecutive top 3 ranking position in EBU Circuit (1998 – 2002)
- Top 20 in XD (World Ranking September 2002)
- Top 40 in MD (World Ranking November 2004)
- Top 65 in MS (World Ranking March 2001)
- Winner of several EBU Circuit tournaments
- Multiple national champion (MS, MD and XD)

As coach:

- Coached different levels of players from youngsters to top players in Slovenia (1996 – 2009)
- Coached Maja Pohar at Sydney Olympics (2000)

OTHER EXPERIENCE AND QUALIFICATIONS

- Partner at Law Firm Čeferin and Partners (June 2018 – present)
- Manager of branch Maribor at Law Firm Čeferin and Partners (May 2010 – present)
- Attorney at Law Firm Čeferin and Partners, Member of Slovene Bar Association (February 2009 – present)
- Attorney Candidate at Law Firm Čeferin and Partners (biggest law firm in Slovenia) (February 2008 – February 2009)
- Head Lawyer at Sanolabor, d.d., Ljubljana (stock company specialising in sales of medical equipment with 200 employees) (July 2006 – January 2008)
- Internship at High Court in Ljubljana (May 2004 – April 2005)
- State legal (bar) exam (can represent in Court of Law in Slovenia) (April 2006)
- Lawyer (Bachelor of Laws, University of Ljubljana, December 1999)



RICHARD VAUGHAN

ELECTION OF DIRECTOR FOR THE
PERIOD 2021-2025

Badminton Wales proposes the re-election of
Richard Vaughan (Badminton Wales)



RICHARD VAUGHAN



Date of Birth: 16 April 1978
Languages: English, French, Spanish

BADMINTON EXPERIENCE AND INVOLVEMENT

Non-Executive Director Badminton Europe	2014 - present
CEO for Badminton Ireland	2011 - 2015
BWF Road to Rio Lead	2013 - 2016
BWF Coach Education Tutor	2014
BWF Road to London Lead 2009 - 2012	2009 - 2012
Performance Consultant (Global) 2005 - 2011	2005 - 2011
Double Olympic Men's Singles Player 2000/ 2004	2000/2004
European and Commonwealth Bronze Medallist (Singles)	2000 - 2002
World No 7 Badminton Player	1998 - 2006

OTHER EXPERIENCE AND QUALIFICATIONS

CEO for Squash Australia	2015 - 2020
Executive Leadership – Melbourne Business School	2016 - 2017
Non-Executive Director British Olympians	2013 - 2016
MBA (Marketing), Leicester University	2011 - 2013
Account Director – Uprise Marketing	2005 - 2011
PRINCE2 Project Manager Certification	2009
MA Sports Education and Development, Bath University	2008 - 2009
BSc Economics and Politics, Cardiff University	2002 - 2006
British Athletes Commission Member	2000 - 2005

NOTICE OF ANNUAL DELEGATES' MEETING





NOTICE OF ANNUAL DELEGATES' MEETING

Notice is hereby given that the 54th Annual Delegates' Meeting of Badminton Europe Confederation will be held virtually on Saturday, 1st May 2021 at 10.00 CET

1. PRELIMINARY BUSINESS

1.1 President's opening remarks

1.2 To confirm that the Meeting has been properly convened and to approve the agenda

As part of confirming that the 2021 ADM has been properly convened, the meeting is asked to ratify the decision to hold the ADM virtually.

VOTE 1 (simple majority of votes cast in favour)

To confirm the meeting has been properly convened, to ratify the decision to hold the ADM virtually, and to approve the agenda

FOR	AGAINST

1.3 Appointment of scrutineers

VOTE 2 (simple majority of votes cast in favour)

To ratify the scrutineers as proposed

FOR	AGAINST

1.4 Attendance

2. TO CONSIDER THE REPORT OF THE CONFEDERATION

2.1 The President's review 2020 - page 10

2.2 The General Secretary's report - page 12

2.3 Report Chair of Athletes' Commission - page 16

2.4 Report Chair of Circuits Commission - page 18

2.5 Report Chair of Commercial Commission - page 21

2.6 Report Chair of Communication & Media Commission - page 23

2.7 Report Chair of High Performance Commission - page 30

2.8 Report Chair of Major Events Commission - page 35

2.9 Report Chair of Member Support Commission - page 41

2.10 Report Chair of Para badminton Commission - page 48

2.11 Report Chair of Sport for All Commission - page 53

2.12 Report Chair of Gender Equity Commission - page 57

3. CONSIDER AND APPROVE AUDITED ACCOUNTS 2020 - page 61

3.1 Income & Expenditure Account 2020 with comparison to Income & Expenditure account 2019 - page 66

3.2 Balance sheet per 31 December 2020 - page 70

3.3 Auditor's Report 2020 - page 72

VOTE 3 (simple majority of votes cast in favour)

To approve the audited accounts for the year ending 31 December 2020

FOR	AGAINST



4. TO CONSIDER THE STRATEGIC PLAN - page 74

Attached as appendix 1

5. TO CONSIDER AND APPROVE THE BUDGET FOR 2021 AND TO CONSIDER THE FINANCIAL FORECASTS 2022 & 2023 - page 76

VOTE 4 (simple majority of votes cast in favour)

To approve the budget for 2021

FOR	AGAINST

6. PROPOSAL

6.1. TO APPROVE THE REPLACEMENT OF THE BEC JUDICIAL PROCEDURES WITH BEC DISCIPLINARY AND DISPUTE RESOLUTION REGULATIONS AND TO ADOPT CERTAIN CHANGES TO THE BEC RULES

The BEC Board of Directors proposes to replace the current BEC Judicial Procedures with the BEC Disciplinary and Dispute Resolution Regulations. The Disciplinary and Dispute Resolution Regulations and marked up BEC Rules were sent in draft form to Members with an explanatory table on 5 February 2021 and the comments received have been considered and incorporated into the documents. Prior to the consultation process with BEC members the Disciplinary and Dispute Resolution Regulations and connected rule changes were discussed and agreed with BWF. The proposed BEC Disciplinary and Dispute Resolution Regulations are attached as [appendix 2](#).

A flow chart which provides a visual understanding of how the BEC Disciplinary and Dispute Resolution Regulations are intended to function, together with the BWF Judicial Procedures, is attached as [appendix 3](#).

In order to adopt the BEC Disciplinary and Dispute Resolution Regulations, a number of changes to the BEC Rules must also be adopted. The BEC Rules with tracked changes are attached as [appendix 4](#) and an explanatory document which details all Rule changes proposed for the ADM is presented in [appendix 5](#).

For reference, the BEC Rule changes to be considered under this proposal are presented in appendix 4 under section 1, section 7 and section 9.

RATIONALE

On 18 July 2020 the BWF Annual General Meeting passed new BWF Judicial Procedures. These procedures were prepared in consultation with the Continental Confederations and represent a common framework for the resolution of disciplinary issues and disputes on a consistent basis, across the sport. Adoption of the framework will result in the majority of cases arising within the Continents to be heard via the BWF Judicial Bodies.

If adopted Badminton Europe will mainly use the BWF Judicial Procedures. However, the BWF Judicial Procedures also set out several matters which are reserved for BEC and set out actions that must be taken by BEC to comply with the BWF Judicial Procedures. To cover these circumstances, the BEC Board of Directors has prepared specific regulations pertaining to BEC procedures and dispute resolution process, the proposed BEC Disciplinary and Dispute Resolution Regulations. The adoption of the BEC Disciplinary and Dispute Resolution Regulations will also require some changes to the BEC Rules to ensure the right references.

The BWF Judicial Procedures can be found here – [click here](#)

The BEC Board of Directors recommends the adoption of this proposal particularly in order to ensure a coherent and consistent, global approach on how to deal with relevant offences.



VOTE 5 (two thirds majority of the votes cast in favour)

To approve the replacement of the BEC Judicial Procedures with BEC Disciplinary and Dispute Resolution Regulations and to adopt certain changes to the BEC Rules

FOR	AGAINST

6.2 TO ADOPT FURTHER CHANGES TO THE BEC RULES

The BEC Board of Directors proposes the following further BEC Rules changes. Please again refer to appendix 4 and 5 for the BEC Rules with track changes and the explanatory document.

For reference, the BEC Rule changes to be considered under this proposal are in appendix 4 sections 2, 3, 4, 5, 6 and 8.

In addition to the more substantial changes mentioned above there has been some minor updates and clarifications which are all listed in the track change document of the Rules. The Board of Directors propose that these minor corrections are approved in bulk.

RATIONALE

To tidy up the Rules and add clarity.

VOTE 6 (two thirds majority of the votes cast in favour)

To approve changes to section 2: Membership

FOR	AGAINST

VOTE 7 (two thirds majority of the votes cast in favour)

To approve changes to section 3: Government

FOR	AGAINST

VOTE 8 (two thirds majority of the votes cast in favour)

To approve changes to section 4: The Board of Directors

FOR	AGAINST

VOTE 9 (two thirds majority of the votes cast in favour)

To approve changes to section 5: Administration

FOR	AGAINST

VOTE 10 (two thirds majority of the votes cast in favour)

To approve changes to section 6: Financial Provisions, paragraph 29 Authority to Represent and Bind the Confederation

FOR	AGAINST



VOTE 11 (two thirds majority of the votes cast in favour)

To approve changes to section 6: Financial Provisions, paragraph 30 Fees

FOR	AGAINST

VOTE 12 (two thirds majority of the votes cast in favour)

To approve changes to section 8: Final Provisions

FOR	AGAINST

VOTE 13 (two thirds majority of the votes cast in favour)

To approve minor updates and clarifications

FOR	AGAINST

6.3. TO APPROVE THE PAYMENT OF AN ANNUAL HONORARIUM TO THE BEC PRESIDENT OF 6.000 EUROS

The Board of Directors proposes the introduction of an annual honorarium payable to the BEC President in the amount of 6.000 euro.

In addition to this proposal, the Board of Directors has also considered and approved:

- A role specification for the President, setting out the duties and responsibilities the President is expected to perform
- An increase in the daily allowance payable to the President whilst travelling on BEC Business to 120 euro per day

RATIONALE

The role of the President is becoming more demanding and time consuming as the Confederation grows in size, complexity and importance. While the President's duty to represent the Confederation at activities and events and to lead the Board of Directors is well understood, in recent years, there has been a growing requirement for the President to be involved in significant external relationships, including sponsors and other institutional partnerships and to ensure that the Confederation is meeting the highest standards of good governance.

The BWF started to remunerate the BWF President in 2017, by the way of an annual honorarium of 100.000 USD, while already having an increased daily allowance in place for a number of years prior to this. Investigation into other European and International Sports Federations practices have shown that such honorariums are becoming common.

The Board of Directors are mindful of introducing remuneration for the President in the midst of a pandemic but, on full consideration of the matter, determined it was better to introduce this separate of elections at a time where the current President had served half of this term with no remuneration. Furthermore, this falls well in line with the introduction of a new and ambitious strategic plan. It also strengthens the Confederation's position against other professional International Sports Organisations.

VOTE 14 (simple majority of the votes cast in favour)

To approve the payment of an Annual Honorarium to the BEC President of 6.000 Euros.

FOR	AGAINST



7. TO DETERMINE THE FEES FOR 2021 AND 2022

7.1 The Board of Directors proposes an unchanged administration fee unit of EUR 210,-

VOTE 15 (simple majority of the votes cast in favour)

To approve unchanged administration fees

FOR	AGAINST
<input type="text"/>	<input type="text"/>

7.2 The Board of Directors proposes to maintain existing sanction fees

VOTE 16 (simple majority of the votes cast in favour)

To approve unchanged sanction fees

FOR	AGAINST
<input type="text"/>	<input type="text"/>

8. BOARD ELECTIONS

The CVs of the candidates can be found from page 78 onwards.

8.1 Election of VICE-PRESIDENT for the period 2021-2025 - page 80

VOTE 17 (absolute majority, more than half of the votes cast in favour)

To re-elect Andrey Antropov as Vice-President

FOR	AGAINST
<input type="text"/>	<input type="text"/>

8.2 Election of 2 DIRECTORS for the period 2021-2025 - page 82

VOTE 18 (absolute majority, more than half of the votes cast in favour)

To re-elect Andrej Pohar as Director

FOR	AGAINST
<input type="text"/>	<input type="text"/>

VOTE 19 (absolute majority, more than half of the votes cast in favour)

To re-elect Richard Vaughan as Director

FOR	AGAINST
<input type="text"/>	<input type="text"/>

9. APPOINTMENT OF AN AUDITOR FOR THE YEAR 2021

The Board of Directors proposes the re-appointment of Ernst & Young Statsautoriseret Revisionspartnerselskab (Denmark)

VOTE 20 (simple majority of the votes cast in favour)

To maintain the services of E&Y for 2021

FOR	AGAINST
<input type="text"/>	<input type="text"/>

10. BWF MATTERS

BWF Annual General Meeting will be held virtually on Saturday, 22nd May 2021

11. ANY OTHER COMPETENT BUSINESS

For the Board of Directors,

Brian Agerbak
General Secretary
26 January 2021





**BADMINTON
EUROPE**