BADMINTON EUROPE

WE LIVE BADMINTON

2022 ANNUAL REPORT

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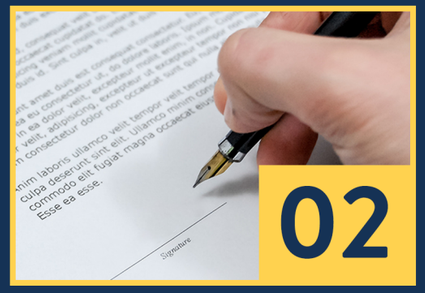

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STRUCTURE

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BEC BOARD OF DIRECTORS 2022



JOÃO MATOS
ACTING PRESIDENT & EUROPEAN BWF VICE-PRESIDENT



ANDREY ANTROPOV
VICE-PRESIDENT



RÉMON VERBEEK
DIRECTOR OF FINANCE



KAI SCHÄFER
ATHLETES' REPRESENTATIVE



RENNA UNT
DIRECTOR



RADOMIR JOVOVIĆ
DIRECTOR



ANDREJ POHAR
DIRECTOR



JEAN-MARC SERFATY
DIRECTOR



EMMA ZWIEBLER
DIRECTOR



RICHARD VAUGHAN
DIRECTOR



SVEN SERRÉ
DIRECTOR



KLAVS ANDREASSEN
DIRECTOR



ROBBERT DE KOCK
DIRECTOR

FORMER BOARD OF DIRECTORS MEMBERS:

PRESIDENT: Peter **Tarcala** (Until 28 August 2022)

DIRECTOR OF FINANCE: Mike **Robinson** (Until 9 April 2022)

BADMINTON EUROPE

EUROPEAN BWF COUNCIL MEMBERS



POUL-ERIK HØYER
PRESIDENT



JOÃO MATOS
VICE-PRESIDENT EUROPE



PAUL KURZO
VICE-PRESIDENT PARA BADMINTON



RICHARD PEROT
CHAIR PARA BADMINTON ATHLETES' COMMISSION



ÉTIENNE THOBOIS
CHAIR OF MARKETING COMMITTEE



DAVID CABELLO
CHAIR OF DEVELOPMENT & SPORT FOR ALL COMMITTEE



ELLA DIEHL
MEMBER



EMMA ZWIEBLER
MEMBER



NORA PERRY
MEMBER



SVEN SERRÉ
MEMBER



ROBBERT DE KOCK
MEMBER



OFFICE STAFF

ADMINISTRATION & GOVERNANCE



BRIAN AGERBAK
GENERAL SECRETARY



JIMMY ANDERSEN
DEPUTY GENERAL SECRETARY



ANDREJA TURK
MANAGER

EVENTS



MATTHIEU HECKER
MANAGER

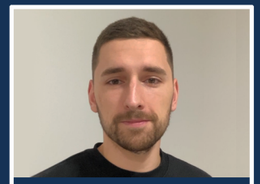


TAMARA GEERAERTS
MANAGER



RAFAŁ GLINICKI
OFFICER

COMMUNICATION



THOMAS FUCHS
MANAGER



SARA GONZÁLEZ MARTÍNEZ
OFFICER



PRZEMYSŁAW SZYMAŃSKI
OFFICER



JOANA TRINDADE
INTERN

DEVELOPMENT



JACOB OEHLENSCHLAEGER
SENIOR MANAGER



JUSTINE CAMMAL
MANAGER



MARI CARMEN CASERMEIRO
OFFICER



TOMMI SAKSA
OFFICER

CENTRE OF EXCELLENCE



JEROEN VAN DIJK
HEAD COACH



DENNIS CHRISTENSEN
COACH

FORMER STAFF:

OFFICER: Laura **Marti Diez** (Until February 2022)

OFFICER: Alan **Raftery** (Until April 2022)

COACH: John **Dinesen** (Until June 2022)

BADMINTON EUROPE

COMMITTEES 2022

ADMINISTRATION COMMITTEE
Rémon VERBEEK (Chair)
Klavs ANDREASSEN
Sven SERRÉ
Jean-Marc SERFATY

Finance/HR/Office

BUSINESS COMMITTEE
Robbert DE KOCK (Chair)
Andrej POHAR
Renna UNT
Richard VAUGHAN
Klavs ANDREASSEN

Communication/Commercial

DEVELOPMENT COMMITTEE
Emma ZWIEBLER (Chair)
Andrey ANTROPOV
Radomir JOVOVIĆ
Jean-Marc SERFATY

Sport For All/Para badminton/MA Support
High Performance/Education

INTERNATIONAL COMMITTEE
João MATOS (Chair)
Robbert DE KOCK
Emma ZWIEBLER
Sven SERRÉ

Multisport Games/BWF/Institutional Partners

GOVERNANCE COMMITTEE
Andrej POHAR (Chair)
João MATOS
Emma ZWIEBLER
Richard VAUGHAN
Rémon VERBEEK
Brian AGERBAK

Athletes'/Disciplinary
Sustainability/Gender Equity

EVENTS COMMITTEE
Renna UNT (Chair)
Radomir JOVOVIĆ
Sven SERRÉ
Robbert DE KOCK

Technical Officials/Major Events/Circuits

ATHLETES´
Kai SCHÄFER (Chair)
Martina REPISKA
Richard PEROT

TECHNICAL OFFICIALS COMMITTEE
Sven SERRÉ (Chair)
Iris METSPALU
Carsten KOCH
Kai SCHÄFER
Jimmy ANDERSEN

FORMER COMMITTEE MEMBERS:

INTERNATIONAL COMMITTEE CHAIR: Peter **Tarcala** (Until 28 August 2022)
GOVERNANCE COMMITTEE MEMBER: Peter **Tarcala** (Until 28 August 2022)
ADMINISTRATION COMMITTEE CHAIR: Mike **Robinson** (Until 9 April 2022)
GOVERNANCE COMMITTEE MEMBER: Mike **Robinson** (Until 9 April 2022)

COMMISSIONS AND WORKING GROUP 2022

HIGH PERFORMANCE COMMISSION

Richard VAUGHAN (Chair)
Andrey ANTROPOV
Andrej POHAR
Robbert DE KOCK
Ingo KINDERVATER
Jens MEIBOM
Elisa CHANTEUR
Arturo RUIZ

GOVERNANCE COMMISSION

Klavs ANDREASSEN (Chair)
Andrej POHAR
Jean-Marc SERFATY
Emma ZWIEBLER
Pernilla STÅHLE
Espen LARSEN
Giovanni ESPOSITO
Oleksii DNIPROV

PARTICIPATION COMMISSION

Jean-Marc SERFATY (Chair)
João MATOS
Renna UNT
Richard VAUGHAN
Simone VAN DEN BERGH
Tina RIEDL
Martin KRANITZ

MA SUPPORT COMMISSION

Radomir JOVOVIĆ (Chair)
Emma ZWIEBLER
Klavs ANDREASSEN
Sven SERRÉ
Stefanos HAILIS
Matevz SREKL
Maria BUBUCEA

ENTERTAINMENT COMMISSION

Sven SERRÉ (Chair)
Robbert DE KOCK
Renna UNT
Radomir JOVOVIĆ
Viktoria TSVETANOVA
Chris SPITERI

HISTORY WORKING GROUP

João MATOS (Chair)
Torsten BERG
Gisela HOFFMANN

FORMER HISTORY WORKING GROUP MEMBER:

Horst **Kullnigg** (29 December 2022 †)

Note that the President, General Secretary, Director of Finance and Athletes' Representative are ex-officio members of all Committes/Commissions



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João Matos

ACTING PRESIDENT'S REVIEW



2.1

ORDER PAPER ITEM

LOOKING BACK AT A TURBULENT 2022

Dear Members,
Dear friends,

The year 2022 started out with the cancellation of the European Men's & Women's Team Championships and European U15 Championships which were scheduled to be played in the Finnish City of Lahti. We were reminded that Covid-19 was still a factor to consider and that 2022 could prove to be a challenging year.

With Covid-19 being a factor in the north of Europe, and in Finland in particular, it was decided to re-open the bidding procedure for the European Championships, and we were pleased that FESBA was able to organise our flagship event to be played in Madrid, Spain. Furthermore, that FESBA also gave our younger generation an exceptional experience playing the European U15 Championships in the holiday island of Ibiza.

In Europe we were also once again faced with aggression and acts of war that sent shockwaves through the Continent and forced millions to flee their country, to flee Ukraine. The BEC Board of Directors took the decision to declare both the National Badminton Federation of Russia and the Belarusian Badminton Federation not in good standing. Hereby, following the general trend of the international sporting community. We also extended our willingness to support the Ukrainian Badminton Federation and have been in close dialogue on how we could support players that left Ukraine.

"I feel confident that we are improving in important areas of our governance. Our committees are working closely hand in hand with the office and reporting back to the Board as and when required."

I would like to express our thanks to all of you that have opened your doors and helped Ukrainian badminton players to find a new temporary home.

The above-mentioned events cancellation and reallocation was certainly a disruption in the early parts of 2022. However, another major disruption occurred later in the year when our President, Peter Tarcala announced his resignation from the position due to personal reasons. The Board decided that I, as one of two Vice-Presidents for Badminton Europe, should cover the vacancy. I had experienced a similar situation when Poul Erik Høyer was elected as BWF President, and I was asked to fill in the role as Acting President.

The circumstances were certainly different on this occasion but with the confidence of the Board and the support from the administration, I felt confident in stepping in to support the organisation.

Earlier in the year we had seen a change in the Director of Finance position with Rémon Verbeek stepping on to the Board. I have been pleased to see the enthusiasm and new ideas he has brought to the Board and improvements in the field of administration and to some extent governance that has followed.

Already back in January we commenced with a new conflict of interest policy that Andrej Pohar and Emma Zwiebler in particular had drawn up. This was then followed up with a risk policy and a risk register where Rémon Verbeek and Richard Vaughan played significant roles. I feel confident that we are improving in important areas of our governance.

Talking of governance, I would like to turn to our working structures. First of all, we are moving in the direction of virtual meetings playing a more prominent role next to the physical meetings that, in my opinion, still have great value. Our committees are working closely hand in hand with the office and reporting back to the Board as and when required. Next to this I am particularly pleased with the work of our commissions where we have the benefit of engaging experts from outside the Board of Directors.

We have seen projects coming out of the High Performance Commission being accepted by the Board and included in the budget for implementation. The Entertainment Commission has come back with many concrete initiatives for the communication and events teams in the office to include in their work. The Governance Commission has especially emphasized the need of a sustainability strategy that we are finalizing at the moment.

The MA Support Commission has considered how we best support and inform you Members of the possibilities that exist for assistance. Finally, the Participation Commission is tackling how to increase the number of people playing badminton on a regular basis.

All very important topics that came out of our last strategic prioritisation back in 2020. A strategic plan that will be in place until 2024 which means that it is soon time to evaluate and to consider if our priorities have changed. I welcome this discussion and it is my clear intention to involve the Membership in the strategic process.

As we will soon be together in the beautiful city of Baku, I would like to recapture the Congress we had in Malta in 2022. For me this Congress was a testament to the importance of bringing people together. After not seeing each other for a while I experienced much happiness, many smiles and gratification for being able to meet and connect with friends and colleagues again. I look forward to meeting you all in Baku in April 2023.

In my short stint as Acting President in the end of 2022 I had the pleasure of visiting the European U15 Championships in Ibiza while also visiting Spain as the World Junior Championships were held in Santander. I appreciated the organisation and talks for our common future of badminton with the FESBA President, Andoni Azurmendi and Mario Carulla. Similar rewarding talks I had with the President of FFBAD, Yohan Penel and Sylvain Benain, during the YONEX French Open in Paris.

I also appreciated the hospitality we met in Belgrade where we were well looked after by the President, Radomir Jovović who we also owe gratitude for an excellently organised European Junior Championships in August 2022.

I look back at 2022 with a sense of accomplishment but also with excitement looking into the year that is upon us. The future of the Confederation looks again brighter despite the obvious challenges in Europe at present. Else there is only left to offer my thanks to all of you that are working on the development of badminton in your Federations, to the BEC Board of Directors, the Commission members and of course the staff at the BEC office. Thank you!

Brian Agerbak

GENERAL SECRETARY´S REPORT

MANY PEOPLE TO THANK FOR THEIR SUPPORT AND HARD WORK FOR BADMINTON



2.2

ORDER PAPER ITEM

Whereas 2021 was a difficult year for the Confederation, 2022 saw an improved activity level but all this in the dark shadow of the war in Ukraine. An unexpected war just 9 months after our European Championships were successfully organized in the beautiful city of Kyiv. An international sporting community that for once did not separate politics and sport. Help extended where we could to the sports communities left in ruins and to the athletes fleeing their country.

Covid-19 still had a grip on the world especially in the beginning of 2022 which most notable caused our European Men's & Women's Team Championships and European U15 Championships to be cancelled. Hereafter cancellations were fewer and we could in many ways return to our usual activity level both in terms of events and development activities.

In fact, it was a busy events year and I appreciate the efforts from our Members from Spain, Slovenia, Serbia and Poland for organizing European Championships in 2022. In addition to this, I was pleased with our participation in the 2022 European Youth Olympic Festival held in the Slovak city of Banska Bystrica. Thanks to the local organisers and to the EOC for giving our young talents an Olympic experience.

"The implementation of the new strategic plan of the Confederation is now in action. The Commissions have been active and some of them have already come out with good, tangible solutions that in some cases are already included in the budget for 2023."

The development area has been very focused on education with the ADVANCE Coach Education Program, funded by EU Erasmus+, taking flight with the first courses being organized. Next to this Shuttle Time education, coach education and also the Para badminton camp were important activities.

Initial talks are being held with BWF to tackle the polarization of the badminton performance area where we see a strong dominance from just a few Asian countries. In Europe Denmark is producing world class players and France is making excellent progress. Next to this it is worth to mention the excellent results from Germany claiming two titles at the European Championships in Madrid in April 2022. But one player is currently above them all. Viktor Axelsen has won everything there was to win in 2022 and continuously ensure titles for himself, Denmark and Europe. Next to this, I am pleased to see Carolina Marin coming back from injury and performing very well again.

In terms of our communication, I did have ambitions to achieve more in 2022 where we had some major initiatives in the pipeline. A combination of a low staff contingency in this field and long discussions with vendors has meant that we look into 2023 to make strides in this field. When this is said, I am pleased with our general coverage of the badminton scene in Europe and I, in particular, feel that our Instagram has had a facelift in the end of 2022. More to come.

It was fantastic to again have a live Annual Delegates' Meeting in Valletta, Malta. It was obvious that we had all waited for this and it was a real pleasure to meet colleagues and friends from our Members and commercial partners. On this occasion we prolonged our agreement with YONEX as our events partner. We also enhanced our cooperation with RSL as our new development partner. I am very pleased to have such strong partners supporting the Confederation in the years to come.

I would in particular like to thank YONEX for their unwavering support during the Covid-19 period where we found pragmatic solutions to continue the partnership which started back in 2005.

The implementation of the new strategic plan of the Confederation is now in action. The Commissions have been active and some of them have already come out with good, tangible solutions that in some cases are already included in the budget for 2023.

The financial situation of the Confederation is solid and coming out on the other side of Covid-19, this has been consolidated. There are however many areas that need development, and it will be important to make the right priorities in the years to come.

Unfortunately, we had to say goodbye to one of the stalwarts of European badminton in the end of 2022 as our former Director of Finance, Horst Kullnigg passed away. I was pleased to represent the Confederation at the funeral and pay my respect and show my gratitude for the support and guidance Horst gave me in the early years.

Finally, allow me to thank Peter Tarcala who stepped down from the BEC President position in 2022. Peter was elected to the Confederation in April 2003 in Esbjerg just a few months after I had started. We had excellent cooperation in particular in the events area where some significant improvements were implemented under his tenure. An excellent working relationship that also turned into a friendship.

There is just left to thank my colleagues in the BEC Office for the dedication and efforts for the sport, thanks to the Board of Directors for their trust and support and thanks to the Members for always good and friendly cooperation.



Kai **Schäfer**

ATHLETES' COMMISSION



2.3

ORDER PAPER ITEM

LET´S MAKE OUR SPORT MORE SUSTAINABLE - ALL OF US

The past year turned out to be very remarkable. Following the Covid-pandemic, we were all shocked by another unexpected event in early 2022: Russia's attack on Ukraine. It's heartbreaking to experience a war on our continent and like the pandemic, the war influences our sports tremendously. It is important in these difficult times that we stand together as a badminton community and represent our shared values. In this context I would like to thank all European countries and federations that support Ukrainian players or officials in any kind of matter.

On a more positive note, it is nice to see that the number of BEC Circuit tournaments increased again. Thanks to all organizers and federations and their efforts we are almost back to the level before the outbreak of Covid!

Sustainability

We welcome the first initiatives on sustainability by Badminton Europe after the Athletes' Commission brought this topic forward and we all hope these first steps are just the beginning of an ongoing development that ends in a sustainable organization. We as athletes would like to be part of a more sustainable sport in the future and we hope that our federations are certainly willing to be part of that movement. All together we need to make sure that our sport is going in the right direction.

"In cooperation with the BEC Entertainment Commission, we were working on improvements to make our Europe-an top events more entertaining for spectators and fans."

Projects

Unfortunately, we have noticed, that European elite players struggle to win medals at World Championships or Olympic Games in the past years. Throughout the whole year Badminton Europe was working on several improvements with the cooperation and full support of the athletes' representatives. With new initiatives and projects especially for elite and elite youth players we would like to close the gap to the Asian countries in the nearer future.

In cooperation with the BEC Entertainment Commission, we were working on improvements to make our European top events more entertaining for spectators and fans. We also are trying to increase the visibility of our athletes in general and additionally raise their marketing potential.

Finally, I would like to thank my Athletes' Commission members Martina Repiska (SVK) and Richard Perrot (FRA) for their service in the commission and their motivation to serve our athletes in Europe and our whole sport!



Rémon Verbeek

ADMINISTRATION COMMITTEE



2.4

ORDER PAPER ITEM

A BUSY ADMINISTRATIVE YEAR

The Committee held three meetings during 2022 – two virtual, on 28 January and 25 November – and one physical on 17 June in Bratislava, Slovakia.

HR

Tommi Saksa joined the BEC Development team in January 2022. Przemek Szymanski joined the BEC Communication team in June 2022 and in August 2022 Thomas Fuchs and Joana Trindade joined the BEC Communication team. Joana as intern via the Erasmus+ programme.

Laura Marti Diez who was employed as BEC Graphic Designer and Alan Raftery as BEC Communication Officer left the BEC office in 2022. Thanks to Laura and Alan for their contribution to BEC.

At the BEC Centre of Excellence we also had changes in 2022. John Dinesen, who had been working full-time at the CoE since 2021, left his position in the end of June 2022. Dennis Christensen joined the BEC Centre of Excellence in July 2022. Thanks to John for his work with the players at CoE.

"After two years with online Annual Delegates' Meetings we were finally able to meet our good Members physically again - in Malta's beautiful capital, Valletta."

The office staff is supporting the work of the Committees and the implementation of the strategic plan across the various areas. In addition, the office supports the Board of Directors, and the 54 Members.

Annual appraisals were conducted in June 2022.

Three staff joined the BWF Programme Lead Training in August 2022 and are now educated to conduct the National Administrators´ and Events courses.

Meetings

The BEC office is responsible for the servicing of the Board and preparing the Board, Committee and Commission meetings. The Board of Directors had six meetings in 2022. Three meetings were held virtually via MS Teams/ZOOM whereas the Board meeting in June took place physically in Bratislava, Slovakia and the Board meeting in April which took place in Valletta, Malta. The last physical Board meeting took place in September in Belgrade, Serbia. Overviews of the Board meetings and of the representations per each Board member can be seen below:

Board of Directors meetings in 2022:
- 2 February 2022 – virtually
- 10 April 2022 – physically in Valletta, Malta
- 19 June 2022 – physically in Bratislava, Slovakia
- 30 August 2022 – virtually
- 30 September – physically in Belgrade, Serbia
- 30 November 2022 – virtually



Representation at the Board of Directors meetings in 2022

DIRECTOR	02/Feb	10/Apr	19/Jun	30/Aug	30/Sep	30/Nov	Total
Mike Robinson	1						1
Andrey Antropov	1	0	0	0	0	0	1
Robbert de Kock	1	0	0	1	1	0	3
Peter Tarcala	1	1	1				3
Jean-Marc Serfaty	1	0	0	1	1	1	4
Radomir Jovović	1	0	1	0	1	1	4
Rémon Verbeek			1	1	1	1	4
Kai Schäfer	1	0	1	1	1	1	5
Emma Zwiebler	1	1	1	1	1	0	5
Renna Unt	1	0	1	1	1	1	5
Klavs Andreassen	1	1	1	1	1	1	6
Richard Vaughan	1	1	1	1	1	1	6
Andrej Pohar	1	1	1	1	1	1	6
Sven Serré	1	1	1	1	1	1	6
João Matos	1	1	1	1	1	1	6

Representation at the BEC Committee meetings in 2022

Events Committee

DIRECTOR	28/Jan	18/Jun	23 /Nov	Total
Renna Unt	1	1	1	3
Sven Serré	1	1	1	3
Robbert de Kock	1	0	0	1
Radomir Jovović	1	1	1	3

Development Committee

DIRECTOR	26/Jan	17/Jun	22 /Nov	Total
Emma Zwiebler	1	1	1	3
Andrey Antropov	1	0	0	1
Radomir Jovović	1	1	0	2
Jean-Marc Serfaty	1	0	1	2

Administration Committee

DIRECTOR	26/Jan	17/Jun	22/Nov	Total
Rémon Verbeek		1	1	2
Klavs Andreassen	1	1	1	3
Jean-Marc Serfaty	1	0	0	1
Sven Serré	1	1	1	3
Mike Robinson	1			1

Business Committee

DIRECTOR	27/Jan	18/Jun	25/Nov	Total
Robbert de Kock	1	1	1	3
Andrej Pohar	1	1	1	3
Renna Unt	1	1	1	3
Richard Vaughan	1	1	1	3
Klavs Andreassen	1	1	1	3

International Committee

DIRECTOR	27/Jan	17/Jun	24/Nov	Total
Peter Tarcala	1	1		2
João Matos	1	1	1	3
Robbert de Kock	1	1	1	3
Emma Zwiebler	1	1	1	3
Sven Serré	0	0	1	1

Governance Committee

DIRECTOR	26/Jan	17/Jun	05/Nov	24/Nov	Total
Andrej Pohar	1	1	1	1	4
Rémon Verbeek		1	1	1	3
Richard Vaughan	1	1	1	1	4
Emma Zwiebler	1	1	0	1	3
João Matos			1	1	2
Mike Robinson	1				1
Peter Tarcala	1	1			2

Representation at the BEC Commission meetings in 2022

Governance Commission

DIRECTOR	19/May	1-2/Oct	Total
Klavs Andreassen	1	1	2
Andrej Pohar	1	1	2
Emma Zwiebler	1	1	2
Jean-Marc Serfaty	1	1	2

Participation Commission

DIRECTOR	10/May	1-2/Oct	Total
Jean-Marc Serfaty	1	1	2
Renna Unt	1	1	2
João Matos	1	1	2
Richard Vaughan	0	1	1

MA Support Commission

DIRECTOR	17/May	1-2/Oct	Total
Radmoir Jovović	1	1	2
Emma Zwiebler	1	0	1
Klavs Andreassen	1	1	2
Sven Serré	0	0	0

High Performance Commission

DIRECTOR	18/May	1-2/Oct	Total
Richard Vaughan	1	1	2
Andrey Antropov	0	0	0
Andrej Pohar	1	1	2
Robbert de Kock	0	0	0

Entertainment Commission

DIRECTOR	23/May	1-2/Oct	Total
Sven Serré	1	0	1
Radomir Jovović	0	1	1
Renna Unt	1	1	2
Robbert de Kock	0	0	0

BEC Commissions held online meetings in May and Commission members met for the third time in Belgrade, Serbia from 1-2 October 2022.

Finance

Financial reports are up to date with the BEC Financial Guidelines.

Financial reports such as Budget vs Actuals, Debtors' List, Balance Sheet and Bank Reconciliations are shared with the Director of Finance every end of the month and presented to the Board of Directors during the Board meetings.

Office

Staff is working in relevant IT systems to facilitate efficient and effective internal communication. Also, IT systems are ensuring proper storage of data in compliance with GDPR. Staff is mainly working with Office365 which provides the systems necessary to manage the operations.

Staff is communicating in accordance with the BEC Communication Plan which is reviewed annually and updated accordingly. Communication to Members is made through formal notices/ and memos as minimum after each Board meeting, notices on website, Member Forums, meetings with staff and BEC ADM.

BEC is insured by TopDanmark. Insurances covered are travel, work damage, liability, property, operating loss, business assets (in office), machines, online banking, Board liability and cyber crime.

Acknowledgements

Many thanks to the Committee members Klavs Andreassen, Jean-Marc Serfaty and Sven Serré for their commitment and their feedback along the year. Also, many thanks to Mike Robinson for his great contribution and commitment in helping us achieve our goals. Mike Robinson led the Committee until April 2022.

Robbert de Kock

BUSINESS COMMITTEE



2.5

ORDER PAPER ITEM

A NEW TEAM - A NEW BEGINNING AND NEW TARGETS

A strong link between the organisation, Member Associations, players and fans, digital platforms carry enormous importance in the sharing and promotion of BEC content. In the last year, the focus has been placed on growing and strengthening these platforms.

With the easing of the Covid-19 restrictions, the international and continental events calendar has seen a return to normal. There has been a plethora of content to share with our audience and Badminton Europe has strived to do so by concentrating on photo and video content.

There have been several changes to the team – after the departure of the Graphic Designer and the Communication Officer, Sara Gonzalez was promoted from Communication Intern to Communication Officer, while Przemek Szymanski was hired as the new Graphic Designer. Furthermore, Joana Trindade joined as the new Communication Intern, and Thomas Fuchs as Communication Manager. This shift in the team was completed in August.

"Badminton Europe's channels generally grew in 2022, in comparison to 2021, however with some strategic decisions meaning more growth on some channels and with an anticipated decline on others. "

DIGITAL PLATFORMS

Facebook's reach also shows peaks mainly when there is coverage being done on big international tournaments. March's highest reach coincides with content related to the All England. The second peaks in April (European Championships), May (Spain Masters) and August (European Senior Championships) were also connected to big events with on-site coverage.

Our top-5 countries reached are all Asian nations — the only Europeans in the top 10 are France in the sixth position and the UK in the 10th. This explains why most of the peaks coincide with the big BWF tournaments and the top-performing content is media related to either Asian players or the current biggest stars in Europe, Viktor Axelsen and Carolina Marin.

In August the decision was made to focus less on Facebook and optimize content for Instagram instead. This decision shows a decline in reach on Facebook towards the end of the year. For 2023 the communication team is planning to treat both platforms more equally and crosspost most of the content in order to reach the target groups on both platforms.

The new communication team decided to spend more resources on creating engaging Instagram content in the second half of 2022 and this is also reflected in the raised reach and the follower growth towards October and November. If we look at the monthly progression of Instagram, we see that the reach was at its peak during tournaments like the Denmark Open and HYLO Open. The decline in December is most likely due to a lower number of on-site coverages.

The overall usage of YouTube went down dramatically in 2022 as there were no events streamed live on YouTube. The total views went down from 8.1 million to 2.1 million. The decision was made to strengthen the OTT as a sole streaming platform for all BEC Events as well as Circuit tournaments.

Live streaming numbers on badmintoneurope.tv were rising in 2022. This shows that people were getting more familiar with the OTT as streaming platform for BEC content. The number of unique users rose 26% despite less tournaments and matches were streamed compared to 2021.

SOCIAL MEDIA

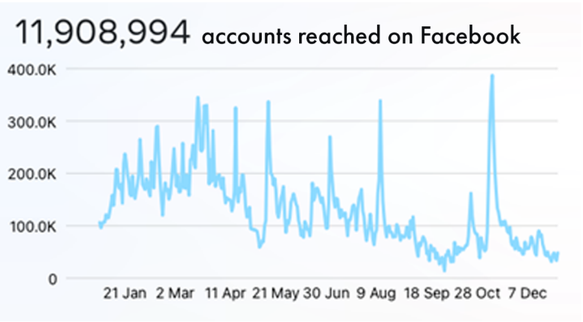
Facebook	
Achieved end of 2021	Achieved end of 2022
290.596 followers	315.849 followers

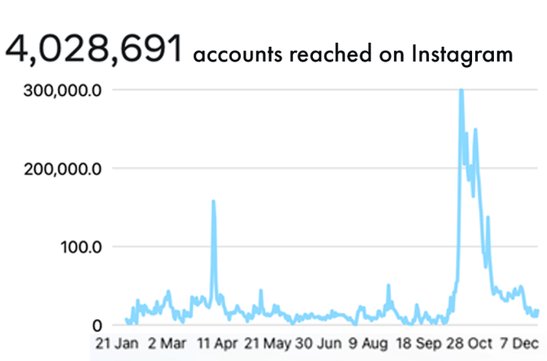
Instagram	
Achieved end of 2021	Achieved end of 2022
73.100 followers	83.611 followers

YouTube	
Achieved end of 2021	Achieved end of 2022
119.000 subscribers + 8.1 million views	124.800 subscribers + 2.1 million views

Instagram	
Achieved end of 2021	Achieved end of 2022
543.870 unique users + 2.126.451 page views	396.719 unique users + 1.959.948 page views

Badminton Europe's channels generally grew in 2022, in comparison to 2021, however with some strategic decisions meaning more growth on some channels and with an anticipated decline on others.





BADMINTONEUROPE.TV

Unique Users	
Achieved end of 2021	Achieved end of 2022
465.760	586.447

Numbers of tournaments streamed	
Achieved end of 2021	Achieved end of 2022
29	21

Numbers of matches streamed	
Achieved end of 2021	Achieved end of 2022
6.021	4.764

Database Users	
Achieved end of 2021	Achieved end of 2022
154.000 users	202.200 users





Live Coverage

In 2022, Badminton Europe covered the All England, the 2022 European Championships, Denmark Masters, the 2022 European Club Championships, XVI Summer European Youth Olympic Festival, the 2022 European Senior Championships, the 2022 European Junior Championships, the 2022 European U15 Championships, Belgian International, Dutch Open, Denmark Open, HYLO Open, Irish Open, and the Qualification Stage of the 2023 European Mixed Team Championships. As for the Development & High Performance activities, the RSL BEC Summer School, the RSL BEC Para badminton Event, a Coach Education Level 3 Course and a BASIS Membership Exchange Programme activity.

The KPI was to increase the number of events covered on-site and this was achieved. A total of 18 events were covered on-site, compared to the 12 from the previous year. This was also related to less Covid-19 restrictions.

For the year ahead, in order to provide the best content possible to our audience and continue with the growth, the KPI is to continue being present in all BEC major events, as well as in several of the European Circuit tournaments and all BWF events taking place in Europe, including the World Championships in Copenhagen, Denmark. BEC will aim to have live on-site coverage from the European Games.

Television and Media Partner

The 2022 European Championships have been broadcasted in the following territories:

Armenia, Azerbaijan, Belarus, Brunei, Denmark, Hong Kong, Indonesia, Kazakhstan, Kyrgyzstan Malaysia, Moldova, Philippines, Russia, Singapore, Taiwan, Tajikistan, Thailand, Turkmenistan, Uzbekistan, Vietnam and Spain.

Partnerships

Our events partnership with YONEX is going back to 2005. We are very pleased with the extended partnership agreement which ensures that our various European Championships are being presented in a uniform way and at the highest quality until 2026. We appreciate the trusting and reliable partnership that has been nurtured for almost 2 decades.

Our Media and Data partner, Sportradar, has supported our events for a number of years already and allows us to stream and provide events services to many of our Circuit organisers. Sportradar is hosting our OTT platform *www.badmintoneurope.tv* where extensive live coverage is shown during the year as well as servicing our European Championships in terms of global broadcast.

RSL has come in as our development partner supporting our various development activities. This has lifted the presentation of our development activities with a coherent look and feel as well as provided excellent equipment for our staff, instructors and participants.

Another partnership worth mentioning is with Uni-Damp that produces Hygro-boxes that extends the durability of feather shuttles which helps in terms of sustainability while saving costs.

I would like to extend my appreciation to all our partners that support our efforts to improve badminton in Europe.

Acknowledgements

I would like to thank the members of the Business Committee for the valuable input during 2022 and to the BEC office for their support to the work of this Committee.



Emma **Zwiebler**

DEVELOPMENT COMMITTEE



2.6 ORDER PAPER ITEM

A CLOSER COOPERATION WITH OUR MEMBERS

After two years heavily influenced by the pandemic, it was great to have more or less a normal year in 2022 with many Development activities taking place. A full programme of both new activities like the World Class Junior camp and the Social Return On Investment (SROI) project together with more traditional BEC activities like the RSL BEC Summer School and the Para badminton Event formed a busy year. 2022 was very pleasing as we were able to serve our Members again in the best possible way through our many projects, programmes, activities and events falling under the Development Committee.

Overall, the report also shows some challenges, especially regarding the overall progression of our Members. Over the last four years, no significant improvements can be seen in the development level of European Members, particularly in the middle development levels. It is, however, positive that we observe a slight progression in Participation. It is good to observe that Badminton is recovering well from the pandemic and the numbers are increasing and getting closer to pre-pandemic numbers. We trust that our suite of development activities will help drive the overall development level of our Members in the short future.

In 2022, three Development Committee meetings were held – two virtually and one face-to-face. The first meeting was held virtually on 26 January 2022, the second was a face-to-face meeting in Bratislava, Slovakia, on 17 June 2022 and the third meeting was also virtually held on 17 November 2022.

"It is good to observe that Badminton is recovering well from the pandemic and the numbers are increasing and getting closer to pre-pandemic numbers."

Participation

Members Participation

Based on the Schedule A sent by most of our Members to the BWF, a total of 824.980 players were registered in a national badminton organisation. This information is missing for two of our Members (either because we did not receive their Schedule A or because they did not mention the number in the document).

	2019	2020	2021	2022
Number of registered players	850.719	862.287	796.486	824.980

It appears that Europe increased the number of registered players from 2021 to 2022 with 28.494 players. However, the number of registered players also shows that we are not back to the numbers of registered players before the pandemic.

Also based on our Annual Survey, the number of clubs was increased from 10.268 clubs (in 2021) to 11.308 (in 2022) meaning that 1.040 clubs saw the light in 2022. We will keep tracking this information in the coming years.

The table below shows the development level of the Members within the participation area. The numbers are based on the analysis of our 2020, 2021 and 2022 annual surveys.

Development Level	KPI by end of 2024	Status in 2020	Status by 2021	Status by 2022
Developed	Minimum 54	45	52	47
Established	Minimum 35	28	25	23
Advanced	Minimum 13	7	2	4

Generally, the same level of development over the last three years within the Participation area can be observed. It would have been great to see a development towards the set KPI, but the pandemic has been hard on all sports including ours. It is however positive that we have been able to maintain the same level over the difficult period and hopefully looking into 2023 with a more positive view.



RSL BEC School badminton (RSL BEC Shuttle Time)

RSL BEC School badminton is an important project for BEC to introduce kids to badminton through schools and hopefully inspire them to also pick up the racket and join a club.

By the end of 2022, 41 of our Members are now involved in the programme. Bulgaria is the last Member to have joined the RSL BEC Shuttle Time programme.

In May, our annual RSL BEC Shuttle Time Tutors-Trainers course was organized in Caldas da Rainha, Portugal, in cooperation with the Portuguese Badminton Federation. From the 12 participants (three female and nine male), 6 new trainers and 4 new tutors were educated, from 8 different Members. Thanks to the Portuguese Badminton Federation for hosting this course.

With BEC support, 133 Teachers courses were successfully held during the year, and two tutor courses could be delivered by some of our Members.

Regarding the equipment, 482 RSL BEC school sets were shipped in 2022, to 11 different BEC Members. The KPI of annually distributing 300 Schools sets was achieved. Another 2.000 school sets have been ordered from our Development partner RSL, and we hope more Members will be interested in this equipment to deliver RSL BEC Shuttle Time activities in schools.

The analysis of the 2022 Member survey showed that 41 out of the 50 answering Members are organizing school tournaments.

RSL BEC Shuttle Time	KPI by end of 2024	Status by 2020	Status by 2021	Status by 2022
Implementing Members	48	38	39	41
Trainers	110	128	134	161
Tutors	1.000	919	980	1.041
Teachers educated	30.000	23.052	25.410	27.972

The KPI of educated Trainers and Tutors has been achieved and the KPI of 30.000 educated teachers by 2024 seems on the right track to be achieved by latest 2024. Increasing the number of RSL BEC Shuttle Time implementing Members is more challenging simply because some of our Members already have their own school badminton programme in place. However, we still encourage Members to implement or reactivate the RSL BEC Shuttle Time programme.



RSL BEC Summer School 2022

The RSL BEC Summer School 2022 was successfully delivered in the beginning of July, in Lahti, Finland.

- Training camp: 64 players participated (33 female and 31 male), from 24 different Members (KPI of having a participation of at least 10 different Members was achieved).

- BWF Coach Education Level 2 course: 23 coaches (5 female and 18 male participants) participated and where 13 obtained their BWF Level 2 certification. (cf. here below in "Education").

Many thanks to the Pajulahti Olympic and Paralympic Training Center for a good and constructive process around the organisation and delivery of this traditional BEC event with the highest ever number of participants.

The Board of Directors has approved the allocation of the RSL BEC Summer School 2023 to Caldas da Rainha, Portugal, with the Portuguese Badminton Federation ready to welcome players, coaches and BEC Staff.



Regional Projects

In 2022, 10 out of the 11 projects accepted were successfully delivered. Here below the summary of the projects:

APPLYING MEMBER	Members participating	Topic	Participants
SWITZERLAND	AUSTRIA, ITALY	U19	7 Female Players 9 Male Players 4 Coaches
CROATIA	ISRAEL, CYPRUS, SLOVENIA	U19	9 Female Players 13 Male Players 4 Coaches
ALBANIA	ROMANIA, NORTH MACEDONIA	U19	10 Female Players 6 Male Players 4 Coaches
AUSTRIA	SWITZERLAND, GERMANY	GIRLS CAMP	19 Female Players 4 Coaches
TÜRKIYE	BULGARIA, AZERBAIJAN	U15	14 Female Players 13 Male Players 5 Coaches
SERBIA	ROMANIA BULGARIA	GIRLS CAMP	22 Female Players 5 Coaches
ENGLAND	WALES, SCOTLAND	PARA CAMP	5 Female Players 10 Male Players 2 Coaches
BULGARIA	TÜRKIYE, NORTH MACEDONIA	U19	13 Female Players 13 Male Players 4 Coaches
BULGARIA	MOLDOVA, ROMANIA	SENIOR CAMP	8 Female Players 11 Male Players 3 Coaches
LATVIA	LITHUANIA, ESTONIA	U17	12 Female Players 12 Male Players 6 Female Coaches
GEORGIA	TÜRKIYE, AZERBAIJAN	U15	CANCELLED

Thanks to all the 22 Members involved in the Regional Projects for their motivation and persistence in organising safely the different badminton activities connected to the Regional Projects.

The KPI of supporting 10 Regional Projects which is in line with the objectives of Strategic Implementation plan was achieved.

AirBadminton

Two AirBadminton activities were delivered as side events of two of our Major Events in order to promote AirBadminton but also the possibility of using badminton as a healthy activity outside of the halls. During the European Senior Championships in Slovenia, 36 players participated in an AirBadminton competition. In Serbia during the European Junior Championships, 15 players participated in a similar competition.

The AirBadminton project is currently being driven by the Badminton World Federation (BWF). Discussions are ongoing with the BWF for us to better understand the role of Badminton Europe in the AirBadminton projects and how we can support our Members to promote and develop AirBadminton within Europe.



Social Return On Investment model

During the Members´ Forum in Malta, the company "Substance" presented the Social Return On Investment (SROI) model, which they have developed for UEFA. A model which enables their member associations to accurately quantify the economic and social value (or outcomes) of football in their country. In turn, these figures provide their members with a stronger and evidence-based business case to encourage further funding into their sport from their relevant national sport, health, and education departments. The UEFA SROI model has already led to increased investment in several of their member associations.

Based on good discussions on the possibilities and challenges of the SROI model among our Members during interesting workshops led by Substance at the Members´ Forum, there was clear support for BEC to initiate a pilot project to develop a SROI model for badminton. The pilot project is ongoing and led by BEC together with Substance. Thanks to the French Badminton Federation, Badminton Malta, Badminton Estonia and the Italian Badminton Federation for participating in the pilot project. Also, our thanks to Substance for both presenting the SROI model and leading the workshops during the Members´ Forum in 2022 but also for leading the pilot project. Also, thanks to Liam McGroarty from UEFA for sharing and letting us use the SROI model developed for football. It is a good example of sport solidarity, which is highly appreciated.

We look forward to presenting the outcome of the pilot project.

Senior badminton

During the European Senior Championships in Slovenia, an AirBadminton activity was delivered (please see "AirBadminton") with 36 participants. The KPI of delivering a side event promoting the health and social benefits of playing badminton was achieved. The activity also showed that badminton can be played outside of the halls.

Webinars

The approach for the webinars was changed in 2022. We decided to deliver webinars promoting and providing detailed information on different BEC programmes which our Members can benefit from.

Additionally, two virtual seminars were held on the "Shuttle Time" and "Coach Education" topics. Different speakers were able to present and inspire our Members on their best practices on how they implemented the Shuttle Time and Coach Education programmes in their countries.



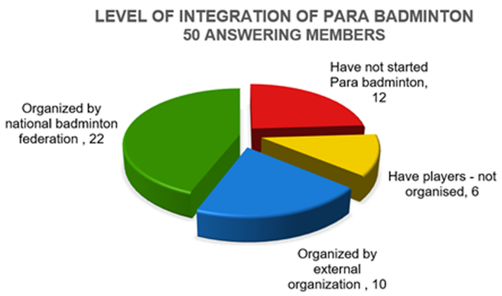
Date	Time	Area	Speaker	Registered	Participated	Views on BEC OTT (13/01/2023)
8 February 2022	11:00	Coach Education	Mari Carmen Casermeiro	48	32	236
15 February 2022	11:00	Shuttle Time	Tommi Saksa and Justine Cammal	45	32	388
22 February 2022	11:00	Regional Project	Tommi Saksa and Justine Cammal	45	32	388
17 November 2022	11:00	Coach Education	**Moderator:** Tommi Saksa and Justine Cammal **Speakers:** Martijn van Doore-malen (NED) Francisco Casermeiro (ESP) Andy Stewart (WAL) Peter Rusvai (HUN)	43	28	10

RSL BEC Para Badminton

LEVEL OF INTEGRATION OF PARA BADMINTON

Following the 2022 annual survey, the majority of BEC Members are at least introduced to Para badminton. 32 of our Members have organized Para badminton in their countries, either by themselves or through their National Paralympic Committee or organizations for people with disabilities

The KPI of 40 of our Members governing Para badminton has not yet been achieved.



RSL BEC PARA BADMINTON EVENT

The KPI of annually delivering the RSL BEC Para Badminton Event was achieved as the event was delivered in Maria Enzersdorf, Austria, from 11-13 November 2022. 20 participants from 13 different Members attended the event with five (two female and three male) participants for the Administrators course and 15 participants (eight female and seven male) for the coaching course (module 13-Disability workshop).

Thanks to the Austrian Badminton Association for their warm welcome and successful organisation of this event.





PARA BADMINTON PROMOTION

Promoting Para badminton is a key element of growing this area. BEC has published six articles on Para badminton on our communication platforms during 2022 and reached the KPI of six articles annually.

37 European Elite Para badminton players were included in the BEC Social Media Activities during the year, which means that this KPI was also achieved.

BWF NATIONAL CLASSIFIER WORKSHOP

BEC financially supported nine participants from five different Members for their participation in the BWF National Classifier Workshop Level 1, which took place in Cartagena, Spain, during the IBERDROLA Spanish Para badminton International.

A National Classifier Workshop Level 2 was not organised in Europe by the BWF. It is however planned for 2023.

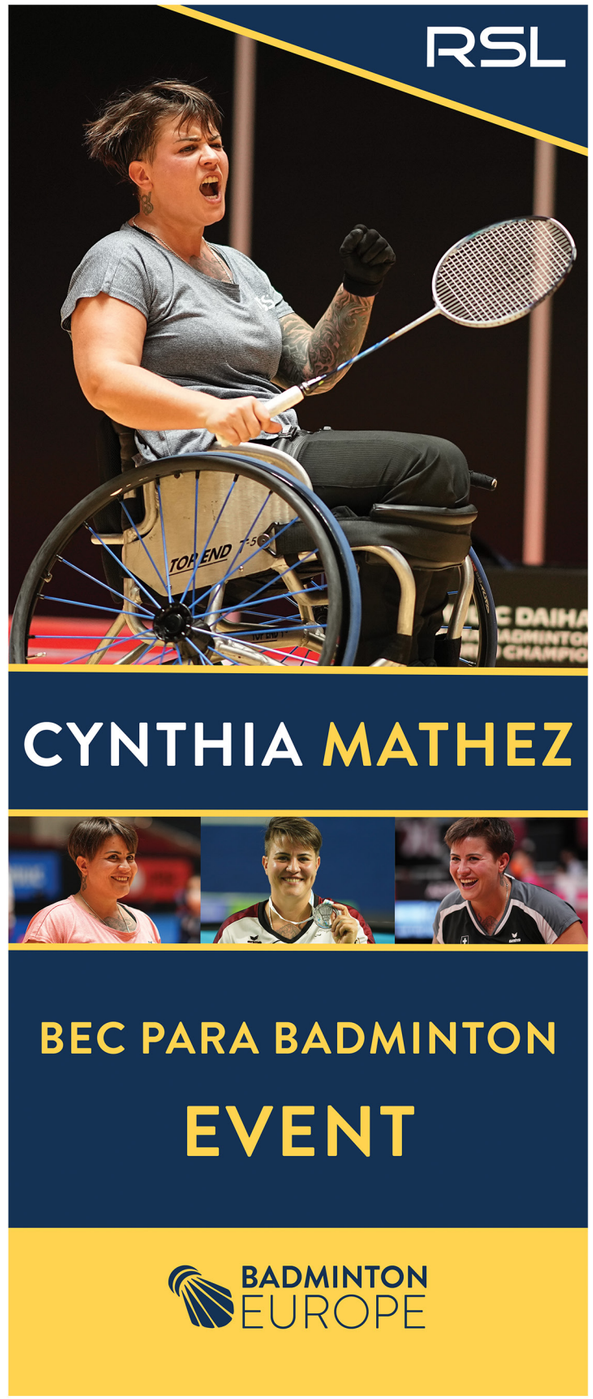
The KPI of supporting our Members in participating in the workshop was achieved.

WHEELCHAIRS

In 2021, the BWF donated three adapted wheelchairs for Para badminton. In 2022, the Badminton Association of Slovenia extended the loan of an adapted wheelchair for another year. The Badminton Association of Serbia and the Norwegian Badminton Federation also received an adapted wheelchair for a one-year loan.

RSL BEC HIGH PERFORMANCE PARA BADMINTON TRAINING CAMP

The delivery of a RSL BEC High Performance Para Badminton training camp to prepare the European Para players for the World Para badminton Championship was not possible due to difficulties with finding suitable dates. A busy tournament calendar and uncertainties about the European Para badminton Championships made it challenging for our European Para badminton nations to commit to specific dates. It has proven to be a challenge to agree on dates for activities when creating training possibilities for High Performance Para athletes. The KPI of delivering the camps was not achieved.









ADVANCE project

The three-year Erasmus+ badminton coach education project, ADVANCE, was kicked off in the beginning of 2021. The main objectives of the projects are to develop and deliver a ten month badminton coach education together with an online European Badminton Coaching platform. 16 coaches (three female and 13 male) have been accepted to this programme, coming from 12 different Members. The first out of four face-to-face courses was successfully delivered from 14-18 September at the Centre of Excellence in Holbæk, Denmark. Each of the coaches will have their personal mentor with whom they have online meetings to discuss their coaching philosophy, coaching book and other topics addressed during the courses. The "hands-on" education will allow the coaches to develop their own coaching philosophy and coaching book covering how to develop a very young talent into a World Class player.

Thanks to our six partners in the ADVANCE project: International Council for Coaching Excellence, National University of Physical Education and Sports Bucharest, University of Cyprus Sports Center, Badminton Scotland, Badminton Netherlands and German Badminton Association for the many good discussions and all their contribution to the project.

RSL BEC Coach Education

It is a part of BEC's strategy that our Members gain autonomy in educating coaches. Some Members have their own coach education system and others are using the BWF system. With the support of BEC, 12 Members delivered national RSL BEC Coach Education Level 1 courses and 3 Members delivered the RSL BEC Coach Education Level 2 courses in 2022. With KPIs of having 20 Members nationally delivering RSL BEC Coach Education Level 1 courses and ten Members delivering level 2 courses by 2024, the KPIs have not yet been achieved.

The KPI of delivering the RSL BEC Coach Education Level 1 and 2 courses every year was achieved. The RSL BEC Coach Education Level 3 course was delivered as an official course for the first time in Europe (in 2018 the course was delivered as a pilot course). The KPI of delivering the course in 2022 was achieved. The RSL BEC Tutor Education Level 2 course was planned for 9-11 September but was cancelled due to the lack of participants.

It is highly appreciated that our Members are interested in hosting our activities. Thanks to Luxembourg Badminton Federation, the Polish Badminton Association and Pajulahti Olympic and Paralympic Training Center for hosting our RSL BEC Coach Education courses in 2022.

In 2022, we delivered four out of five planned coaching courses.

Date	Date	Location	Date
4-11 July 2022	RSL BEC Coach Education Level 2	Lahti, Finland (during the RSL BEC Summer School)	23 participants from 17 different Members (5 female and 12 male). 13 participants passed the course
5-8 May 2022	RSL BEC Coach Education Level 1	Findel, Luxembourg	18 participants from 13 different Members (6 female and 12 male). 17 participants passed the course
24-26 June 2022	RSL BEC Tutor Education Level 1	Poznan, Poland	8 participants from 6 different Members (6 female and 2 male). 6 participants passed the course
1-6 June 2022	RSL BEC Coach Education Level 3	Centre of Excellence, Holbæk, Denmark	15 participants from 12 different Members (3 female and 9 male). 8 participants passed the course
CANCELLED	RSL BEC Tutor Education Level 2		

World Academy of Sport (WAoS) Administrators' course

The World Academy of Sport (WAoS) Administrators' course was planned to be delivered on 3-4 November in Saarbrücken, Germany, simultaneously with the WAoS Event Management course. Due to last minute cancellations of participation, it was not possible to deliver the course and was therefore cancelled. The KPI of 38 Members participating in the WAoS Administrators´ course by 2024 has not yet been achieved.

High Performance

2022 was an interesting year with the World Championships and the Para badminton World Championships taking place. Europe was once again the only continent able to challenge Asia for the places at the podium.

Viktor Axelsen (Denmark) won the gold medal in men's singles in Tokyo and became World Champion for the second time in his career.

Isabel Lohau/Mark Lamsfuss (Germany) reached the semi-finals in mixed doubles and got their first ever medal at a World Championships.

On the right is the European medal spread shown for the past World Championships and Para badminton World Championships.

2022 was a very successful year for European badminton at the Para badminton World Championships. Congratulations to all European medallists.

Medals for Europe at the World Championships

	2019	2021	2022
GOLD	0	0	1
SILVER	1	0	0
BRONZE	0	2	1

Medals for Europe at the Para badminton World Championships

	2017	2019	2022
GOLD	5	4	4
SILVER	4	4	8
BRONZE	10	11	14
TOTAL	19	19	26

GOLD MEDALS	SILVER MEDALS	BRONZE MEDALS
Oksana Kozyna (Ukraine) in WS - SL3 category, Lucas Mazur (France) in MS - SL4 category, Helle Sofie Sagøy (Norway) in WS - SL4 category, Rick Cornell Hellman/Thomas Wandschneider (Germany) in MD WH1/WH2 category	Cynthia Mathez (Switzerland), in WS - WH1 category Emine Seckin (Türkiye)/Man-Kei To (Belgium), in WD - WH1/WH2 category, Yuri Ferrigno (Italy) / Pilar Jaurequi Cancino (Peru) in XD - WH1/WH2 category Emine Seckin (Türkiye) in WS - WH2 category Halime Yildiz (Türkiye) in WS - SL3 category Lenaig Morin/Faustine Noëll (France) in WD - SL3/SU5 category Jack Shephard (England) in MS - SH6 category Daria Bujnicka/Oliwia Szmiegel (Poland) in WD - SH6 category	Henriett Koósz (Austria), in WS - WH1 category Thomas Jakobs/David Toupé (France), in MD - WH1/WH2 category Cynthia Mathez/Ilaria Renggli (Switzerland) in WD - WH1/WH2 category Ignacio Fernandez (Spain) / Henriett Koosz (Austria) in XD - WH1/WH2 category Rick Cornell Helmann (Germany) in MS - WH2 category Ilaria Renggli (Switzerland) in WS - WH2 category Lucas Mazur/Faustine Noël (France) in XD - SL3/SU 5 category Guillaume Gailly/Mathieu Thomas (France) in MD - SL3/SL4 category Faustine Noël (France) in WS - SL4 category Cathrine Rosengren (Denmark) in WS - SU5 category Krysten Coombs (England) in MS - SH6 category Oliwia Szmiegel (Poland) in WS - SH6 category Fabien Morat/Charles Noakes (France) in MD - SH6 category Jack Shephard/Rachel Choong (England) in XD - SH6 category

Congratulations to Badminton Denmark, German Badminton Association, Badminton England, French Badminton Federation, Ukrainian Badminton Federation, Norwegian Badminton Federation, Swiss Badminton, Austrian Badminton Association, Royal Belgian Badminton Federation, Italian Badminton Federation, Spanish Badminton Federation, Turkish Badminton Federation, Polish Badminton Association and all the players for these great results

High Performance Development Level

The table below shows the development level of the Members within the High Performance area. The numbers are based on the analysis of our 2020, 2021 and 2022 annual surveys.

Development level	KPI by end of 2024	Status by 2020	Status by 2021	Status by 2022
Developed	Minimum 46	43	43	41
Established	Minimum 33	26	25	22
Advanced	Minimum 10	7	6	6

Over the course of three years the development level of our Members within the High Performance level has been at best maintained. However, there seems to be a slight decline. It means that we are not getting closer to achieve the KPI. An explanation for the lack of development could be explained by the pandemic. Our Members are still recovering from a challenging period. As the part of the answers from the annual survey related to the High Performance area are based on the performance of the players, it is also important to take into account the growing competition from the Asian countries. One way to improve the performance of the European players is through collaboration between the European nations. It is a pleasing to observe a growing collaboration between the European countries, which was also seen at the World Class Junior camp delivered during the summer. However, increasing the performance of the players takes time and it will be a challenge to reach the KPI by 2024.

World Class project

The World Class project really kicked off in 2022. Following recommendations from the BEC High Performance Commission, a project was developed to financially support our European top players for sparring players. The project was launched in January 2022 and unfortunately no applications for the financial support were received during the year. Together with the High Performance Commission the project has been revised and will now focus on financially supporting the training setup for top European Talents, who has shown potential to win medals for Europe at future editions of the World Championship and the Olympic Games. The first ever edition of the RSL BEC World Class Junior camp took place in Vejen, Denmark, from 9-17 July 2022. The medallists from the European U17 Championships 2021 were invited together with strong sparring players from around Europe. The group of 36 players (19 male and 17 female) was led by a strong and experienced coaching team. Anu Nieminen (Finland), Petya Nedelcheva (Bulgaria), Sune Gavnholt (Denmark) and Jose Antonio Crespo (Spain) made the players understand the requirements to become a World Class player. Thanks to the players and coaches for a great first edition of the World Class Junior camp in Europe, which also meant that the KPI of delivering this camp in even years was achieved.

RSL BEC Centre of Excellence (CoE)

The wide range of opportunities provided by the RSL BEC CoE was clearly shown in 2022. Besides being an International High Performance training centre for players mainly from Europe, it has also been used to educate the future High Performance coaches through the BWF Coach Education Level 3 course but also with the first course of the ADVANCE badminton education programme. On top of that the great facilities at Holbæk Sportsbyen were also used for educating and strengthening the High Performance setup in various countries through the WAoS Player Pathway Programme.

2022 was another busy year with more than 130 players and coaches taking advantage of the many great possibilities at the RSL BEC CoE. The year ended with 16 permanent players (seven male and nine female) and two semi-permanent players (one male and one female). The number of permanent players and semi-permanent players increased with two players since the beginning of the year. The KPI of having 20 permanent players was not achieved though.

The RSL BEC CoE strategy was updated in 2022 and is now focused on the European top level players but also the younger segment of players from 16 to 20 years. More players will be able to take advantage of the great setup and pursue their dreams of becoming international top players.

Many players also use the RSL BEC CoE for training periods lasting from a week to months. The players need sparring against better players which they can't get in their daily training setup but also to get inspired by another High Performance environment like the RSL BEC CoE. During the year, we welcomed 121 coaches and players from 41 countries for non-permanent training periods at the RSL BEC CoE. Despite being mainly a training centre for European players, we are also pleased to welcome players from all over the world. It makes the RSL BEC CoE a very dynamic place where many different players and cultures meet to train together. Thanks to our colleagues in the other Continental Confederations for sending players to the RSL BEC CoE.

The change of testing setup in 2021 and also getting the physios to lead the strength training has proven to be positive and less injuries were observed. Thanks to the physio team (Mikkel Huus, Christina Krogshede and Annette Mikkelsen) for the always constructive and productive cooperation. The KPI of strengthening the training setup at the RSL BEC CoE can be considered to be achieved.

Holbæk Sportsbyen and the Holbæk Sportsfoundation are providing the excellent facilities for training and accommodation. Thanks for the great cooperation in 2022 and looking forward for it to continue in 2023.

Also, thanks to the RSL BEC CoE coaching team (John Dinesen, Dennis Christensen and Jeroen Van Dijk) for their commitment to the RSL BEC CoE and their daily work for improving the players throughout the year. John Dinesen left his position during the Summer and was replaced by Dennis Christensen. Dennis and Jeroen will lead the training in 2023.



BEC Certificated Training Centres

Ten training environments across Europe are certified as BEC Certificated Training Centres. New training environments are showing interest in becoming certified. We hope to increase the network and the number of certificated training centres in the upcoming years. There are still some progress to be made before achieving the KPI of 15 BEC Certificated Training Centres.



The KPI of having an annual meeting between the BEC Certificated Training Centres was not achieved in 2022.

Representation at the European U15 Championships, European Junior Championships and the European Talent Database:

General Secretary, Brian Agerbak, was present during both World Junior Championships in Santander, Spain and the European Junior Championships held in Belgrade, Serbia to have a closer look at the upcoming talents. The KPI of BEC representation in 2022 was achieved.

The European Talent Database has been developed and will be used to keep track of the performances of European talents.

World Academy of Sports (WAoS) Player Pathway Programme (PPP)

Creating a High Performance strategy is one of the main objectives of the WAoS PPP course. 13 national coaches and technical directors (three female and ten male) took part in the course held at the Centre of Excellence in Holbæk, Denmark, from 7-9 June.

Membership Development

Annual Member Survey and MoU

For the fourth consecutive year, the BEC annual survey was sent out on 4 October 2022 to all BEC Members (KPI of conducting a quantitative member survey was achieved). 50 out of our 54 Members answered the 72 questions of the survey. Italy, Luxembourg, Montenegro and the Isle of Man did not submit their annual survey.

Similar to last year, the individual report cards were combined with an individual MoU update for 47 of our Members. Five Members received their individual survey results associated to their participation in BEC activities throughout the year.

Our Members were invited to book an online session with the Development team to go through their results in 2022 and the suggestions made for 2023.

Additionally, the BEC Members who signed a two-year MoU in 2020 were suggested a new MoU draft, based on the results achieved in the last two years and the 2022 survey results. Individual calls are scheduled in January and February to discuss those drafts.

Overall, even though a drop can be observed in the top tier of our Members, it is also worth mentioning that "only" 50 Members submitted their survey results this year, despite our numerous reminders, compared to either 52 or 53 in previous years.

BEC will continue to use the survey results as the main evidence basis for developing the terms of each Member's MoUs, for determining which regional projects are supported, and for encouraging Members' participation in specific courses and initiatives which address identified areas to improve. Members are strongly encouraged to engage with the BEC office for the implementation of their MoU.

We can observe a continuous progression in the Participation area, despite the two years of pandemic. However, we can also observe a slight decline in our overall Development level, as well as in the Communication and Events areas. Administration and High Performance have very slightly declined.

The pie-charts here below show the overall repartition of the answering Members over four years.

In the table and graphics below, our overall European level of development is represented (on a scale from 1 to 5), and our European level of Development in each area measured in the survey.

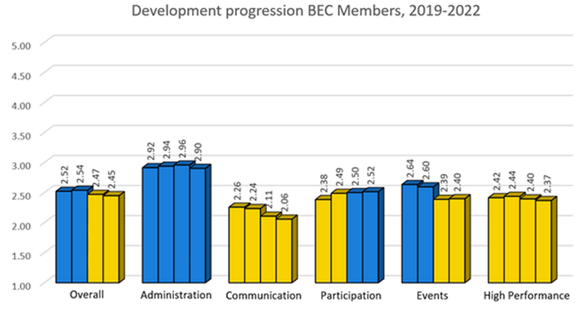




Development level	KPI by end of 2024	Status by 2020	Status by 2021	Status by 2022
Developed	All	52	53	49
Established	Minimum 45	38	38	32
Advanced	Minimum 22	16	20	15







Administration Development Level

The table below shows the development level of the Members within the Administration area. The numbers are based on the analysis of our 2020, 2021 and 2022 annual surveys.

Development level	KPI by end of 2024	Status by 2020	Status by 2021	Status by 2022
Developed	All	52	53	49
Established	Minimum 45	38	38	32
Advanced	Minimum 22	16	20	15

In a European context, it is pleasing to see that all except from one of BEC Members have reached the development level of "Developed" within the Administration area. Unfortunately, we have seen a decline in the number of "Established" and "Advanced" developed Members. Part of the explanation is due to the addition of a few more questions in the annual survey, which gives a more detailed picture of the status of Members in the "Administration" area. However, it seems to also have influenced the development level of some of our Members negatively.

Members' Forum

The 2022 Members' Forum was successfully delivered on 8 April during the 2022 BEC Congress in Malta with many different speakers and presenters. Best practices on various topics were presented, workshops about the SROI model and EU funding were delivered.

65% of our Members (35 Members out of 54 Members) were represented at the Members' Forum. The pandemic still had an impact on the possibility for our Members to come to Malta and is the main reason for not achieving the KPI of 85% of our Members participating.

BASIS Programme

MEMBERSHIP EXCHANGE PROGRAMME

From 7-8 December 2022, 43 coaches and administrative persons (35 male and eight female) took part in the Membership Exchange Programme focusing on the secrets behind the Danish badminton training culture. Thanks to Badminton Denmark and two local clubs (Greve Strands Badmintonklub and Solrød Strands Badmintonklub) for allowing us to get a better understanding of the success of Danish badminton.



REPRESENTATIVE VISITS

Three Representative Visits were delivered in 2022. BEC Events Manager, Matthieu Hecker, visited Faroese Badminton Association in the beginning of the year with special focus on delivering Events. General Secretary, Brian Agerbak, visited the Lithuanian Badminton Federation with a primarily focus on Governance and Administration. Finally Deputy General Secretary, Jimmy Andersen and Finance & Administration Manager, Andreja Turk, went to Azerbaijan to discuss how BEC could support in various topics like Coach Education, delivering development activities and the organization of the 2023 BEC Congress. Reaching the KPI of five representative visits per year was not achieved but we hope more Members will take advantage of this opportunity in 2023.

SHADOW PROGRAMME

In 2023, three of our Members took advantage of the Shadow Programme in order to gain valuable experience within a specific area. Wojciech Szkudlarczyk (Poland) shadowed the Tutor Education Level 1 course in Poland.

André Høidebraaten from Norway and Melinda Joó from Hungary participated in the programme by shadowing the BEC Events team during the first part of the 2022 European Junior Championships.

The KPI of three Members taking part in the Shadow Programme was achieved.

Acknowledgements

First, I would like to thank the Development Committee members for an interesting year with many good discussions resulting in us moving towards our KPIs in our Strategic Implementation Plan 2021-2024 for the Development area.

Thanks also to the MA Support Commission, the High Performance Commission and the Participation Commission, whose active members contributed to the future vision we would like to develop at BEC.

In the start of 2022, the Development & High Performance team at the BEC office in Brøndby was back to full capacity. Tommi Saksa joined us as Development & High Performance Officer.

Thanks to the Development & High Performance Team for their hard work throughout the year. Specific thanks to Jacob Oehlenschlaeger and to Justine Cammal for their continuing support and willingness to explore different approaches to development for the benefit of our members. The team has worked tirelessly to delivery for our Members across the broad range of projects, activities and events falling under the scope of the Development Committee. Progress is being made but we still have much room to develop and I'm really looking forward to the continued collaboration in 2023.



Renna **Unt**

EVENTS COMMITTEE



2.7

ORDER PAPER ITEM

TOURNAMENT CALENDAR REVITALIZED

In 2022 we were a lot less influenced by the global pandemic than during the two previous years. It was a pleasure to see that we could carry out most of our planned activities and we saw a considerably smaller number of cancelled tournaments than the year before. Also, badminton fans were again allowed to come back to the venues and cheer for their favourite players, creating an exciting atmosphere at our events which is what we are looking for.

The Events Committee held two virtual and one physical meeting during the year. It is the responsibility of the Events Committee to ensure that all tournament related regulations are up to date and to continuously look for ways to improve the quality of our events. For that purpose, the BEC Junior and U17 Circuit grading systems and ranking principles were updated, the seeding system for the team event of the European U17 Championships was reviewed and a two-layered seeding was introduced for all European Team Championships.

The Events Committee cooperated closely with the Entertainment Commission and built on the Entertainment Commission's strategic discussions by starting to work out an implementation plan on how to raise interest in our Major Events and Circuit tournaments. This work will continue in the coming years.

"After two complicated years in 2020 and 2021 where a lot of Circuit tournaments had to be cancelled and players were influenced by severe travel restrictions, the year 2022 marked the way back to a more regular competition year."

According to the Members' annual survey in reference to the KPIs in the Events part of the Strategic Implementation Plan, 46 (85%) of our Members reached the developed status in events. 23 (43%) of the Members achieved the established status, while five (9%) of our 54 Members fall under the advanced category. Our goal is to reach 50 (93%) developed, 32 (59%) established and 16 (30%) advanced Members in events by the end of 2024. Of course, the Covid-19 pandemic has caused the numbers to go down, but we are confident that we can support our Members to get back and higher in their events grading in the upcoming years.

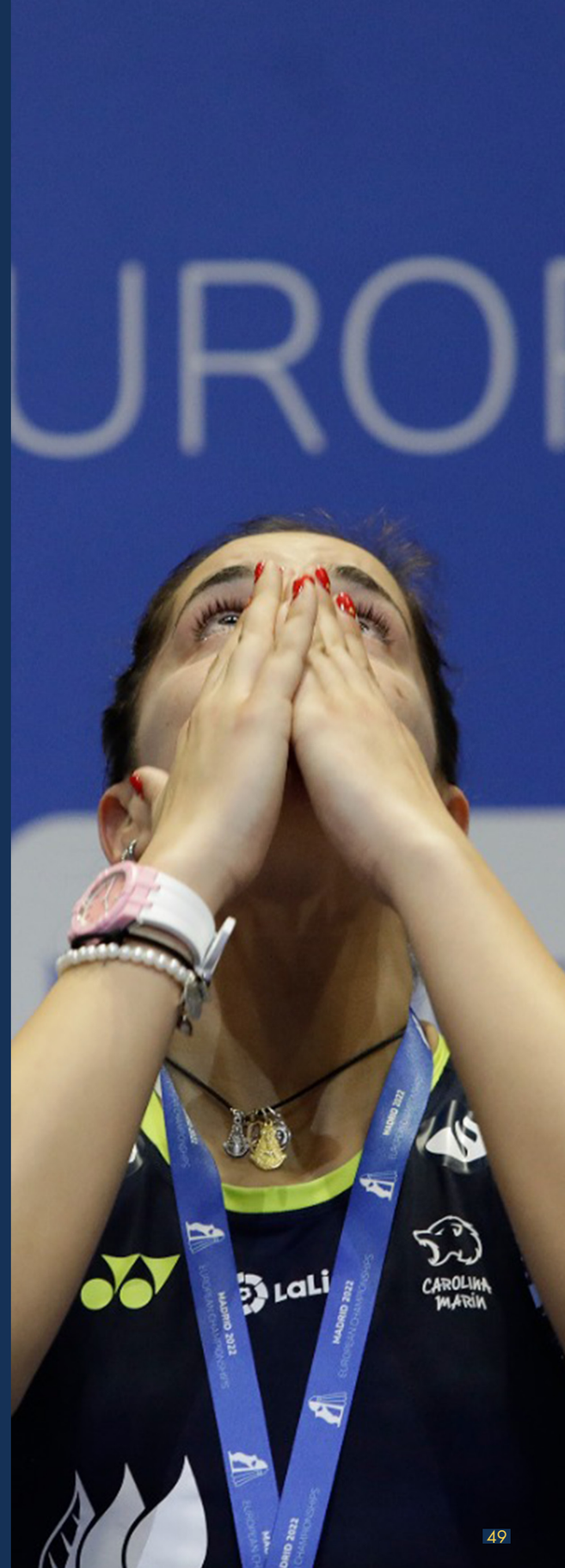
Major Events

Events in 2022

The year was supposed to start with the European Men's and Women's Team Championships in Lahti (Finland), where the European U15 Championships should also have been held. Unfortunately, Covid-19 pandemic restrictions didn't allow the event to take place. This also means that the 2020 European Men's and Women's Team Championships in France remains the last time where this event was played in one stage. The 2024 edition will take place in the new format, where through a Qualification Stage the top eight men's and women's teams will qualify for the Final Stage.

The European Championships were played in Madrid from 25-30 April 2022. The Spanish Badminton Federation demonstrated great organizational skills and warmly welcomed Europe's best players. The cheering home crowd was rewarded when Carolina Marin won the women's singles title. In men's singles top seeded and favourite Dane Viktor Axelsen was crowned champion. The doubles category was successful for the German team as Mark Lamsfuss/Marvin Seidel in men's doubles and Mark Lamsfuss/Isabel Lohau in mixed doubles won gold medals. In women's doubles Gabriela Stoeva/Stefani Stoeva (BUL) defended their title.

After two years of forced cancellation of the European Club Championships, Białystok (Poland) finally got the chance to organize the event. 16 teams from nine countries fought for the title. In the end the hosts could rejoice as local club UKS Hubal Białystok won gold medals. French club BC Chambly Oise took silver while Piume d'Argento Badminton Club (Italy) and Suwalski Klub Badmintona Litpol – Malow (Poland) went home with bronze medals.



Badminton made its return after 23 years at the European Youth Olympic Festival 2022 when the event took place from 24-30 July 2022 in Banska Bystrica, Slovakia. This event was delivered in cooperation with the Slovak Badminton Federation. No less than 37 NOCs took part in the badminton competition and it was a great opportunity for many players to be involved in the first Olympic event of their career. Salomon Thomasen (Denmark – boys' singles) and Nella Nyqvist (Finland – girls' singles) won their respective event and therefore qualified for the 2023 European Games. The mixed doubles event was won by Bugra Aktas / Ravza Bodur (Türkiye).

The European Senior Championships took place from 7 -13 August 2022 in Ljubljana, the beautiful capital of Slovenia. As the event could not be held due to the Covid-19 pandemic in 2020, European senior players met for the first time in four years. The large entry numbers, 1089 players from 33 countries participating in 43 events, proved that badminton is truly a lifelong sport. The event was played in a great atmosphere and besides looking to achieve good results on court, meeting old friends again and enjoying being part of the badminton community was equally important.

Europe's best junior players met from 18-27 August 2022 in Belgrade. It was the first time a European badminton Major Event took place in Serbia and the Badminton Association of Serbia showed great hospitality and staged a very well-organized event for all the participants. In the team event Denmark defended their title by defeating France in the final in a remake of the 2020 and 2018 finals. In the individual event France won two titles with Bulgaria, Denmark and Spain taking each one title. Altogether players from nine different countries were represented on the podium, Denmark being the most successful of them with eight medals.

The last BEC Major Event of 2022 was the European U15 Championships taking place in Ibiza, Spain. For the first time it was played as a standalone event, previously organised alongside the European Men's and Women's Team Championships. Tiago Berenguer won the men's singles title, which was Portugal's first European U15 Championships medal. Daria-Irina Gherasim and Cristina Maria Sirbu made history for Romania winning gold in women's doubles and a first ever European Major Event medal for their country. Two titles went to Denmark in men's doubles (Jens Andersson/Aske Rømer Roslyng) and mixed doubles (Jens Andersson/Athene Lyduch Thornild), while Türkiye took the gold in women's singles with Aleyna Korkut.

Badminton Europe would like to thank the Spanish Badminton Federation, the Polish Badminton Association, the Badminton Association of Serbia and the Badminton Association of Slovenia for successfully hosting BEC Major Events in 2022.

The year ended with the Qualification Stage of the 2023 European Mixed Team Championships, which was played at 5 different locations across Europe: England, the Netherlands, Switzerland, Scotland and Bulgaria. As a result of the qualification matches England, the Netherlands, Ukraine, Scotland and Bulgaria will be joining the host France, reigning champion Denmark and directly qualified Germany in Aire-sur-la-Lys, France for the Final Stage of 2023 European Mixed Team Championships. The Qualification Groups across Europe were well organized and congratulations to both the host countries and the countries who are through to the Final Stage.











The following allocations of European Championships were made in 2022:

- 2022 European Championships – Madrid (Spain)
- 2022 European U15 Championships – Ibiza (Spain)
- 2023 European U17 Championships – Vilnius (Lithuania)
- 2024 European Senior Championships – Heusden (Belgium)

2022 EUROPEAN CHAMPIONSHIPS MEDALLISTS

CHAMPIONSHIP	EVENT	GOLD	SILVER	BRONZE	
EUROPEAN CHAMPIONSHIPS	MS	Viktor AXELSEN (DEN)	Anders ANTONSEN (DEN)	Toma Junior POPOV (FRA)	Misha ZILBERMAN (ISR)
	WS	Carolina MARIN (ESP)	Kirsty GILMOUR (SCO)	Mia BLICHFELDT (DEN)	Neslihan YIGIT (TUR)
	MD	Mark LAMSFUSS / Marvin SEIDEL (GER)	Alexander DUNN / Adam HALL (SCO)	Ruben JILLE / Ties VAN DER LECQ (NED)	Ben LANE / Sean VENDY (ENG)
	WD	Gabriela STOEVA / Stefani STOEVA (BUL)	Linda EFLER / Isabel LOHAU (GER)	Maiken FRUERGAARD / Sara THYGESEN (DEN)	Amalie MAGELUND / Freja RAVN (DEN)
	XD	Mark LAMSFUSS / Isabel LOHAU (GER)	Thom GICQUEL / Delphine DELRUE (FRA)	Mikkel MIKKELSEN / Rikke SØBY (DEN)	Robin TABELING / Selena PIEK (NED)
EUROPEAN CLUB CHAMPIONSHIPS		UKS Hubal Bialystok (POL)	BC Chambly Oise (FRA)	Piume d'Argento BC (ITA)	Suwalski KB Litpol – Malow (POL)
EUROPEAN JUNIOR TEAM CHAMPIONSHIPS		Denmark	France	Spain	Ukraine
EUROPEAN JUNIOR CHAMPIONSHIPS	MS	Alex LANIER (FRA)	Jakob HOUE (DEN)	Christian Faust KJÆR (DEN)	Dominik KWINTA (POL)
	WS	Kaloyana NALBANTOVA (BUL)	Lisa CURTIN (ENG)	Nella NYQVIST (FIN)	Benedicte SILLASSEN (DEN)
	MD	Jakob HOUE / Christian Faust KJÆR (DEN)	Daniel FRANCO / Ruben GARCIA (ESP)	Natan BEGGA / Baptiste LABARTHE (FRA)	Hjalte JOHANSEN / Jeppe SØBY (DEN)
	WD	Nikol CARULLA / Lucia RODRIGUEZ (ESP)	Lisa CURTIN / Estelle VAN LEEUWEN (ENG)	Lucie AMIGUET / Vera APPENZELLER (SUI)	Emma Irring BRAÜNER / Sofie RØJKJÆR (DEN)
	XD	Lucas RENOIR / Tea MARGUERITTE (FRA)	Jarne SCHLEVOIGT / Julia MEYER (GER)	Hjalte JOHANSEN / Emma Irring BRAÜNER (DEN)	Jeppe SØBY / Sofie RØJKJÆR (DEN)
EUROPEAN U15 CHAMPIONSHIPS	MS	Tiago BERENGUER (POR)	Arthur TATRANOV (FRA)	Yaidel GIL (ESP)	Nathan NGUYEN (FRA)
	WS	Aleyna KORKUT (TUR)	Leana LAURENT (FRA)	Elifnur DEMIR (TUR)	Amélie MAIXNEROVÁ (CZE)
	MD	Jens ANDERSSON / Aske Rømer ROSLYNG (DEN)	Mikkel Eilersen BOUET / Frederik HINDING (DEN)	Timeo BOURGIN / Nathan NGUYEN (FRA)	Arthur TATRANOV / Thomas TOURNEFIER (FRA)
	WD	Daria-Irina GHERASIM / Cristina Maria SIRBU (ROU)	Elifnur DEMIR / Zeynep Berre OCAKOGLU (TUR)	Raiia ALMALALHA / Sofiia BIELOBROVCHUK (UKR)	Lily GAUTIER / Monitosita TOUCH (FRA)
	XD	Jens ANDERSSON / Athene Lyduch THORNILD (DEN)	Mikkel Eilersen BOUET / Eline LANDSVIG (DEN)	Erik BLOMBERG / Anvita HARAKAMNI (SWE)	Mario RODRIGUEZ / Maria Luisa JIMENEZ (ESP)

TECHNICAL OFFICIALS

The Technical Officials Committee chaired by Sven Serré continued to work in the same composition as it was established in 2021. The committee had met twice for online meetings in 2022.

Although the beginning of the year was still influenced by the global pandemic, it was possible throughout the year to carry out all planned umpire activities.



28 umpires participated in a National Umpire Workshop and Appraisal (NUWA):

- o 8 during the VICTOR Swedish Open 2022
- o 10 during the Croatia Open 2022
- o 10 during the VICTOR Welsh International Badminton Championships 2022

15 umpires were assessed towards the BEC Accredited level:

- o 5 during the Italian International 2022 (3 pass/2 fail)
- o 10 during the 2022 European Senior Championships (5 pass/5 fail)

7 umpires were assessed towards the BEC Certificated level during the HYLO Open 2022 (4 pass/3 fail)

5 BEC Certificated umpires were appraised:

- o 2 during the 2022 European Championships
- o 3 during the 2022 European Junior Championships

14 BEC Accredited umpires were appraised:

- o 1 during the YONEX Swiss Open 2022
- o 5 during the 2022 European Championships
- o 4 during the Italian International 2022
- o 4 during the 2022 European Junior Championships



Two BWF Umpire assessments took place during the EAST VENTURES Indonesia Open 2022 and the TotalEnergies BWF World Championships 2022, where all three European candidates passed their assessment.

Three BEC Continental referee assessments were organized, during the Austrian Open 2022, the YONEX Bonn International 2022 and the FZ FORZA Norwegian International 2022, where all three candidates passed their assessment.

Two editions of the National Umpire Education Programme – Level 2 took place in 2022:

- YONEX Belgian Junior 2022: countries from region 3 (Belgium, France, Germany, Liechtenstein, Luxembourg, Monaco, Netherlands, Switzerland) were invited and five out of eight countries participated.

- XIV Portugal Junior International 2022: countries from region 5 (Cyprus, Gibraltar, Greece, Israel, Italy, Malta, Portugal, Spain and Türkiye) were invited and three out of nine countries participated.

This programme will continue in other regions in 2023.

Three years after the previous one, a BEC Referee course took place alongside HYLO Open 2022 where 11 referees were educated.

For the first time a theoretical workshop was organised for BEC Certificated umpires to prepare them towards the BWF level. Seven selected umpires participated in this workshop during the European Mixed Team Championships Qualification stage in the Netherlands.

Following the assessments during the year, the total number of BEC Technical Officials for 2022 is: 23 BEC Continental referees, 54 BEC Certificated umpires and 96 BEC Accredited umpires.



Badminton Europe would like to congratulate all Technical Officials who received an upgrade in 2022:

New BWF Umpires	Daniel Wolf (AUT) Paul de Kuyper (NED) Goran Jelesijevic (SRB)
New BEC Certificated Umpires	Koen Kesteleyn (BEL) Dominic Codera (ENG) Renna Unt (EST) Mateusz Wróbel (POL)
New BEC Accredited Umpires	Stijn Lemmens (BEL) Michael Klos Glasdam (DEN) Claude Delcroix (FRA) Patrick Laplace (FRA) Adeline Sergent (FRA) Thies Wiediger (GER) Yeray Castillo Campo (IRL) Maria Margarida Rodrigues (POR)
New BEC Continental Referees	Marek Krawczyk (POL) Miodrag Kalicanin (SRB) Patrik Andersson (SWE)

Circuits

After two complicated years in 2020 and 2021 where a lot of Circuit tournaments had to be cancelled and players were influenced by severe travel restrictions, the year 2022 marked the way back to a more regular competition year. Although some cancellations still occurred, in total 86 tournaments were played, compared to 67 in 2021. Circuit events were organized by 31 Members. France was the only Member who organized six Circuits tournaments in 2022 meaning two tournaments on each Circuit.

Badminton Europe Elite Circuit

In 2022, 32 Elite Circuit tournaments were organized by 26 Members. A total of nine International Challenges, 11 International Series and 12 Future Series took place. Out of those 32 tournaments, 21 were supported by Badminton Europe with livestream and live score, allowing badminton fans to closely follow tournaments all over Europe. The BEC Elite Circuit tournaments continue to attract players with an average of 324 players participating in each tournament.

The highest participation numbers were seen at the Italian International 2022, where a record number of 574 unique players entered. But concerning the highest number of entries, the Italian International had to share the honours with the 57 Portugal International Championships 2022, who with "only" 492 entered players had the same total number of 535 entries. No less than 48 Members participated at the newly organised tournament Croatia Open 2022, which marked the record of highest number of Members attending.

In 2022 the BEC Elite Circuit ranking was again calculated in the standard way where tournaments played during the last 52 weeks count for the ranking. During the pandemic a lot of tournaments were cancelled and travel restrictions were in place, which is why the BEC Elite Circuit ranking also maintained the points from the period prior to the pandemic. Making the change back to a regularly calculated ranking therefore brought a lot of changes in the top compared to the previous year. In men's singles Mads Christophersen (Denmark) ended the year on top on the ranking list with three tournament titles. Jenjira Stadelmann (Switzerland) was first in the ranking in women's singles. In men's and women's doubles pairs from Denmark ended the year on top spots. Rasmus Kjær/Frederik Søgaard ensured their lead in men's doubles with three tournament wins and Christine Busch/Amalie Schulz placed on top in the women's doubles ranking. In mixed doubles the most successful pair on the BEC Elite Circuit was French duo Lucas Corvee/Sharone Bauer.

Badminton Europe Junior Circuit

The BEC Junior Circuit was the most affected by cancellations where eight tournaments were cancelled throughout the year. Nevertheless, compared to 2021 six more tournament were held and junior players competed at 26 BEC Junior Circuit events that were organized by 22 Members. The record number of players in 2022 was 264 at the Turkey Junior 2022.

In the BEC Junior Circuit ranking in 2022 the Czechs took top spots in three categories. Petra Maixnerová ranked first in women's singles, Kateřina Koliášová in women's doubles and Jan Razl in mixed doubles. Estonian Tauri Kilk finished the year as number one in men's singles and David Eckerlin from Germany in men's doubles.

Badminton Europe U17 Circuit

The BEC U17 Circuit also saw a growth in the number of tournaments organized compared to the year before. 28 tournaments were hosted (25 in 2021) by 20 Members. The average number of players entered in a tournament was 118.

In the BEC U17 Circuit ranking, Harper Leigh from Wales ranked first in men's singles by reaching at least the semi-finals in six out of seven tournaments. Croatian Jelena Buchberger topped the women's singles category. The Polish pair of Krzysztof Podkowinski and Mikolaj Morawski ended the year on top of the men's doubles ranking with three wins and two finals in six tournaments. Eva Stommer from Germany ranked first in women's doubles while Agathe Cuevas from France finished first in mixed doubles with three wins and one final in five tournaments.

Conclusion

After two years where Covid-19 had a big influence on competitive badminton, in 2022 we had again an active and busy tournament calendar with spectators returning to the stands. Badminton Europe is grateful that all planned Major Events with one exception took place. We had 86 Circuit tournaments, which is 19 more than the year before. We will continue to look for best ways how to make badminton events even more unique and memorable experiences for our best players, fans and wider sport audiences.

Acknowledgements

I would like to thank all Members who organised BEC Major Events and Circuit tournaments in 2022, your dedication and efforts are greatly appreciated. I want to thank the members of the Events Committee for their good cooperation, and the members of the Entertainment Commission for their valuable ideas and input. I would like to thank Sven Serré for his active involvement and leadership of the Technical Officials Committee.

I am very thankful to the BEC office, especially Tamara, Matthieu, Rafal, Jimmy and Brian whose work and contribution has been vital in making all the above happen.





Andrej **Pohar**

GOVERNANCE COMMITTEE



2.8

ORDER PAPER ITEM

A TURBULENT YEAR FOR UNFORTUNATE REASONS

2022 became a year where Badminton Europe's governance work was challenged on a few occasions, challenges which caused the need for additional meetings and some diligent decisions.

On 24 February 2022 the territory of Ukraine was attacked, and this devastating tragedy led to many meetings and subsequent decisions in the sports world, and that was also the case for Badminton Europe. The BEC Board of Directors met on three occasions in relation to the invasion – on 26 and 27 February as well as on 3 March 2022. As a consequence of the meetings, it was decided by the Board of Directors to declare our two Members, the National Badminton Federation of Russia (NBFR) and the Belarusian Badminton Federation (BBF) "not in good standing" due to the respective roles of Russia and Belarus in the attack of Ukraine, and at the same time it was decided to do the utmost to support Ukrainian badminton during these terrible times.

The decision of declaring NBFR and BBF "not in good standing" meant that they were not able to benefit from any of BEC's development activities, nor receive funding or expert support. In addition it was also not possible for the two countries/federations to organize international tournaments and (unfortunately) for their players to participate in any internationally sanctioned tournaments, due to decisions by BWF – decisions which BEC fully supported and even confirmed by a separate decision of its own.

"I am happy to report that no legal cases were filed against Badminton Europe in 2022, apart from the above mentioned appeal from NBFR, which is something I see as a result of the preparatory governance work that we do on a daily basis."

The decision of declaring NBFR "not in good standing" was challenged by NBFR at the end of March. NBFR submitted an appeal to BWF's Independent Hearing Panel, an appeal case which also caused several meetings in the Governance Committee and subsequent involvement in relation to BEC having to engage an external law firm for the defence. On 8th September BEC was informed by BWF that the NBFR appeal was dismissed, confirming that the declaration of NBFR being "not in good standing" was lawful and correct. The Governance Committee and the Board of Directors are hoping that this unprecedented international crisis will be resolved soon and that badminton will again be revived in a spirit of unification and not exclusion.

Another unfortunate situation causing extraordinary meetings to be called was the resignation of BEC's elected President, Peter Tarcala. On 28 August 2022 Peter Tarcala announced his resignation to the BEC Board of Directors for personal reasons. A Board of Directors' meeting was called for on 30 August 2022, and the meeting decided to appoint Vice-President João Matos as BEC Acting President until the Annual Delegates' Meeting in 2023 where a new President shall be elected. We thank Peter for his 19 years of service and João for accepting the Acting President role.

Continuation of the new structure

A new structure of Badminton Europe was approved during the Annual Delegates' Meeting in 2021, and the subsequent changes in the structured work within BEC was continuously improved and implemented throughout the entire 2022. The work within the six Committees continued, and the roles of the elected officers and appointed staff continue to become clearer, causing a more efficient work within the committees.

The six Committees are:

- Governance Committee,
- International Committee,
- Events Committee,
- Development Committee,
- Business Committee,
- Administration Committee.

In addition, five new Commissions were introduced in 2021 – Commissions who were established to assist with ideas and contributions to identified areas within the work of the Confederation. External individuals, all nominated by Members, were invited to serve as Commission members for a two-year period.

The five Commissions are:

- Governance Commission,
- Participation Commission,
- Entertainment Commission,
- MA Support Commission,
- High Performance Commission.

Each of the Commissions have met twice since the introduction (in September 2021 and in 2022 they met in October in Belgrade, Serbia), and have continued to work virtually, with the goal to produce white-papers for the Committees and the Board of Directors to consider and possibly implement. Some Commissions have already succeeded in having ideas implemented into the work of the Confederation and into the 2023 budget.

The duration of the term is coming towards an end in March 2023 where a final virtual meeting is planned for, and in this connection it will be important to evaluate the work and outcome of the Commissions, in order for the BEC Board of Directors to decide upon the future of the Commissions and their work.



Governance Committee

Apart from the already listed above, the Governance Committee, chaired by BEC Director Andrej Pohar, had four meetings in 2022, three of them being held virtually. The fourth meeting was held physically when the Committee met in Bratislava, Slovakia, in June alongside other Committee and Board meetings. In these meetings, many various items were discussed and dealt with – amongst these sustainability, gender equity, athletes and disciplinary proceedings. In addition, matters on an always updated "Open Items List" are discussed, for continuously improvement and optimization of governance related matters within the Confederation.

On top of all that, the Governance Committee is making annual reviews of Badminton Europe's Rules, its Financial Regulations, Disciplinary and Dispute Resolution Regulations and all other internal regulations, through an ongoing process of optimising and improving the regulations and procedures where and when deemed needed.

The Governance Committee keeps contact with BWF around the finalisation of the MoU between BWF and Badminton Europe – a process which was stalled in connection to the pandemic.

During 2022 optimizing work has been done in relation to Operational Guidelines and Meeting Procedures of the Confederation, ensuring a good governance model being set for all operations within the Board of Directors and within the office.

The Conflict of Interest Policy has been successfully taken into use in 2022 for the Board of Directors and senior staff – in order to ensure transparency and good governance across all decision making processes and subsequent activities within Badminton Europe.



At every meeting the areas of disciplinary regulations, sustainability, athletes and gender equity are part of the agenda and matters are discussed when they arise. The Chair of the Confederation's Athletes' Commission, Kai Schäfer, is an ex-officio member of the Governance Committee and is taking active part in all meetings of the Committee. The same goes for the Confederation's General Secretary, Brian Agerbak.

With the appointment of João Matos as Acting President, he automatically became a member of the Governance Committee. Another new member of the Committee is our newly elected Director of Finance, Rémon Verbeek, who has proved as an important addition to the Committee's work.

The Governance Committee is constantly assisting and supporting other Committees and BEC Board of Directors as and when matters occur which need legal advice, and assistance is given to the office when contracts or other important documents are being drafted and agreed.

I am happy to report that no legal cases were filed against Badminton Europe in 2022, apart from the above mentioned appeal from NBFR, which is something I see as a result of the preparatory governance work that we do on a daily basis.

Acknowledgements

I would like to thank my fellow Governance Committee members Emma Zwiebler, Richard Vaughan, Rémon Verbeek and João Matos for their commitment and strong cooperation throughout the year – as well as Brian Agerbak who is an essential part of the Committee's work. I would also like to thank Mike Robinson and Peter Tarcala for their involvement and contribution in the Committee's work until their terms ended.

My appreciation also goes to the Governance Commission members whose input has certainly widened our horisons. Last but not least, I would like to thank Jimmy Andersen for his systematic approach to the Committee's needs, his valuable link to the staff operations and for his ability to address and cope with not always exclusively sport related matters.





João **Matos**

INTERNATIONAL COMMITTEE



2.9

ORDER PAPER ITEM

VALUABLE PARTNERSHIPS

The year 2022 was a year where there again were amble possibilities to meet with Covid-19 restrictions being slowly lifted across the Continent.

I was pleased with badminton's inclusion in the 2022 European Youth Olympic Festival (EYOF) which was held in the Slovak city of Banska Bystrica. I believe we performed very well as a sport and sent a signal to the EOC that we can be a good partner also around this important event. While we will not take part in the 2023 edition, we have our eyes firmly on the year 2025 where we hope badminton will be considered again.

In 2022 preparations intensified for the 2023 European Games which will be held in Krakow-Malopolska, Poland from 21 June to 2 July 2023. We are well on track and look forward to being part for the third time allowing badminton athletes to compete for Olympic Medals.

In 2022 the European University Championships were held in the Polish city of Lodz and BEC was represented by our Board member Radomir Jovović who also had the role as technical delegate for the badminton competition.

"We are well on track and look forward to being part for the third time allowing badminton athletes to compete for Olympic Medals."

We value our partnerships, and we currently have Memorandum of Understandings in place with

- European Paralympic Committee (EPC)
- European University Sports Association (EUSA)
- Special Olympics (SO)

The ADVANCE Coach Education Project which is funded by EU via Erasmus+ is currently in its last year. It has been an exiting journey so far which we hope to build on in 2023 where we will be submitting a new application in the field of recruitment and retention.

I would also like to highlight the good cooperation with BWF which allows us to better service Members and develop badminton in our Continent.

I would like to thank my colleagues on the Committee as well as the relevant staff.



BADMINTON EUROPE

03

FINANCIAL REPORT & STRATEGIC PLAN

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ANNUAL FINANCIAL REPORT 2022



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STATEMENT BY THE BOARD OF DIRECTORS

The Badminton Europe Board of Directors have discussed and approved the Financial Report of Badminton Europe for 2022.

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 2022 and of the results of the organization's operations for the financial year 1 January - 31 December 2022.

We recommend that the Financial Report be approved at the Annual Delegates' Meeting on 22 April 2023.

Badminton Europe:

Brian AGERBAK
General Secretary

Board of Directors:

João MATOS
Acting President

Rémon VERBEEK
Director of Finance

Andrey ANTROPOV
Vice-President

Kai SCHÄFER
Athletes' Commission Chair

Jean-Marc SERFATY
Director

Andrej POHAR
Director

Emma ZWIEBLER
Director

Robbert DE KOCK
Director

Klavs ANDREASSEN
Director

Radomir JOVOVIĆ
Director

Sven SERRÉ
Director

Richard VAUGHAN
Director

Renna UNT
Director

MANAGEMENT REVIEW

Information about the Confederation:
Badminton Europe Confederation
Brøndbytoften 14
2605 Brøndby

Webpage: http://www.badmintoneurope.com

Board of Directors:

Acting President:	João Matos
Director of Finance:	Rémon Verbeek
Vice-President:	Andrey Antropov
Director:	Andrej Pohar
Director:	Emma Zwiebler
Director:	Jean-Marc Serfaty
Director:	Klavs Andreassen
Director:	Radomir Jovović
Director:	Sven Serré
Director:	Richard Vaughan
Director:	Renna Unt
Director:	Robbert de Kock
Chair of Athletes' Commission:	Kai Schäfer

Auditor:
Grant Thornton
Kim Kjellberg

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 2.616.725 EUR (2021: 2.250.952 EUR) of which 1.068.892 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 still slightly reduced due to the Covid-19 pandemic which caused some cancellations of activities and ability to deliver to our commercial partners.

Some costs were reduced due to activities being cancelled or postponed.

The financial year ended with a surplus of 159.676 EUR (2021: 269.824 EUR surplus). The surplus was mainly due to an exchange rate gain from US Dollars into EURO. BWF grants are received in US Dollars.

The balance sheet shows net assets of 3.099.871 EUR (2021: 2.940.188 EUR), of which 2.872.572 EUR (2021: 2.744.444 EUR) is held in cash.

The financial budget and forecasts:
The Board of Directors expects a deficit in 2023 of 92.400 EUR. The forecasts for 2024 and 2025 predict balanced results.

Events occurred after the 31 December 2022:
In the period from 1 January 2023 to the date of issue of the report, there have not been any transactions, which would influence the financial report.

INCOME AND EXPENDITURE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2022

			€	
INCOME		**NOTE**	**2022**	**2021**
	Administration Fee BEC		**61.112**	60.900
	Subscriptions BWF (90%)		**79.402**	71.762
	BWF CC Development Funding	1	**1.068.892**	853.982
	Entry Fees		**219.097**	86.941
	Sanction Fees		**74.679**	39.306
	Withdrawal Fees BEC		**31.657**	13.506
	Rights and Sponsorships		**767.464**	821.149
	EU Funding		**145.616**	133.870
	Sales		**48.623**	39.892
	BEC COE		**112.397**	111.786
	Bad Debts Recovered		**0**	0
	Miscellaneous Income		**7.786**	17.858
INCOME TOTAL			**2.616.725**	2.250.952
EXPENDITURE		**NOTE**	**2022**	**2021**
	Development	2	966.610	720.375
	Governance	3	7.937	3.475
	Events	4	353.266	252.242
	Business	5	214.610	153.488
	International	6	11.858	5.436
	Administration	7	1.001.593	922.963
EXPENDITURE TOTAL			**2.555.874**	2.057.979
	OPERATING SURPLUS		**60.851**	192.973
	Bank interest		-7.627	-13.663
	Exchange rate fluctuation		106.452	90.514
			98.825	76.851
SURPLUS FOR THE YEAR			**159.676**	269.824

NOTES

(FORMING PART OF THE FINANCIAL STATEMENTS)

Grants of 1.178.894 USD were received from BWF for development activities.

NOTE 1	**BWF FUNDING**	**RECEIVED**
	BWF Base Level Grant	402.350
	BWF Programme	180.629
	Para badminton	37.000
	CCHR Grant	272.915
	Player Development Grant	94.000
	Marketing & Communications Grant	20.000
	Shuttle Time	104.000
	Tournament Development Grant	30.000
	Technical Officials Grant	6.000
	Referee Development	6.000
	Umpire Development	6.000
	National Technical Officials Grant	20.000
BWF GRANTS		**1.178.894**
		1.068.892 €

The BWF Grants amounts to 41 % 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.

		€	
NOTE 2	**DEVELOPMENT**	**2022**	**2021**
	Equipment Support	199.392	40.646
	Development Projects	124.079	103.072
	Coach Education	148.304	134.362
	Training Centres/Scholarships/World Class	386.798	382.964
	MA Support	86.333	26.102
	Para badminton	14.486	25.065
	Meetings	7.218	8.164
		966.610	**720.375**

NOTE 3	GOVERNANCE	€ 2022	€ 2021
	Board and Staff Education	5.652	0
	Meetings	2.285	3.475
		7.937	**3.475**

NOTE 4	EVENTS	€ 2022	€ 2021
	European Championships	175.865	161.258
	Events Equipment, Medals	25.101	21.384
	Travel Grants	0	2.586
	Technical Officials' Education, Clothing	67.685	33.293
	Circuit Equipment	47.250	6.289
	Observers and Referees	37.125	27.432
	Meetings	240	0
		353.266	**252.242**

NOTE 5	BUSINESS	€ 2022	€ 2021
	PR/TV Activities	38.354	43.420
	Live Score/Streaming	157.121	81.127
	Manager App	0	3.418
	Sponsor Servicing	8.922	6.210
	Leads	0	2.700
	TV Placement Deals	2.000	15.000
	Promotional Material	6.100	38
	Meetings	2.113	1.575
		214.610	**153.488**

NOTE 6	INTERNATIONAL	€ 2022	€ 2021
	Meetings	11.858	5.436
		11.858	**5.436**

NOTE 7	ADMINISTRATION	€ 2022	€ 2021
	Meetings	46.771	18.648
	BEC Congress	39.344	5.770
	Travel and Accommodation	38.418	28.245
	Office Expenses	18.806	15.565
	Salaries	789.414	810.725
	Accounting	470	454
	Legal Expenses	27.543	0
	Audit Expenses	4.368	8.750
	Consultancy Expenses	0	19.963
	Postage and Stationary	12.619	13.880
	Depreciation	3.028	1.884
	Provisions Bad Debt	-1.706	-2.748
	Bad Debtors	1.050	680
	Miscellaneous Administration	19.445	-523
	Bank Interest and Charges	2.023	1.670
		1.001.593	**922.963**



BALANCE SHEET

		€			
			2022		2021
FIXED ASSESTS	Property			**410.000**	410.000
	Office equipment			**7.065**	4.396
CURRENT ASSETS	Equipment stock		**12.165**		3.405
	Demands	**2.387**			
	Provisions of bad debts	**-317**	**2.070**		13.012
	Cash in bank or hand		**2.872.572**		2.744.444
			2.886.807		2.760.861
CURRENT LIABILITIES	Accruals, provisions and deferred income	**32.916**			
	Items for other periods	**171.085**			
			204.001		235.069
	Net current assets			**2.682.806**	2.525.792
	Net Assets			**3.099.871**	2.940.188
RESERVES	As of 1st of January		**2.940.195**		2.670.364
	Surplus for year		**159.676**		269.824
				3.099.871	**2.940.188**

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:
Depreciation is done by the reducing balance method 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.

Payments:
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 2022, which comprise income statement, balance sheet and notes, including a summary of significant accounting policies, for the Confederation. The financial statements are prepared in accordance with generally accounting principles, as described in the accounting policies.

In our opinion, the financial statements give a true and fair view of the financial position of the Company at 31 December 2022, and of the results of the Confederation's operations for the financial year 1 January 31 December 2022 in accordance with the Confederation's accounting principles.

Basis for Opinion:
We conducted our audit in accordance with International Standards on Auditing (ISAs) and the 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 are independent of the Company in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other matters:
The Confederation have included budget figures for 2023 in the annual report. These figures have not been subject to audit.

Management's Responsibilities for the Financial Statements:
Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Danish Financial Statements Act, 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 Company'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 Company 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 about 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 the 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 these financial statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgment and maintain professional skepticism 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 Company'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 Company'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 Company to cease to continue as a going concern.

Evaluate the overall presentation, structure and contents of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

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 Management's Review:
Management is responsible for Management's Review.

Our opinion on the financial statements does not cover 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 Management's Review and, in doing so, consider whether Management's Review is materially inconsistent with the financial statements, or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether Management's Review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed; we conclude that Management's Review is in accordance with the financial statements and has been prepared in accordance with the requirements of the Danish Financial Statement Act. We did not identify any material misstatement of Management's Review.

Copenhagen, 21 April 2023

Grant Thornton
State Authorised Public Accountants
CVR-nr. 34 20 99 36
Kim Kjellberg

State Authorised Public Accountant
mne29452

Grant Thornton

BUDGET 2023 AND FORECASTS 2024 & 2025

(ORDER PAPER ITEM 6.)

	€					
INCOME	ACTUAL 2021	BUDGET 2022	ACTUAL 2022	BUDGET 2023	FORECAST 2024	FORECAST 2025
Administration Fee BEC	60.900	61.000	61.112	**61.100**	60.000	60.000
Subscriptions BWF (90%)	71.762	73.000	79.402	**89.300**	80.000	80.000
BWF CC Development Funding	853.982	1.040.000	1.068.892	**1.024.600**	1.060.000	1.100.000
Entry Fees	86.941	209.000	219.097	**118.200**	220.000	120.000
Sanction Fees	39.306	76.000	74.679	**70.700**	75.000	75.000
Withdrawal Fees BEC	13.506	15.000	31.657	**15.000**	20.000	20.000
Rights and Sponsorships	821.149	720.000	767.464	**978.700**	1.050.000	1.100.000
EU Funding	133.870	135.000	145.616	**120.000**	0	0
Sales	39.892	40.000	48.623	**40.200**	50.000	50.000
BEC COE	111.786	100.000	112.397	**105.600**	120.000	130.000
Bad Debts Recovered	0	0	0	**0**	0	0
Miscellaneous Income	17.858	10.000	7.786	**25.000**	15.000	15.000
INCOME TOTAL	2.250.952	2.479.000	2.616.725	**2.648.400**	2.750.000	2.750.000

EXPENDITURE	ACTUAL 2021	BUDGET 2022	ACTUAL 2022	BUDGET 2023	FORECAST 2024	FORECAST 2025
Education	134.362	171.900	167.812	**138.700**	120.000	120.000
High Performance	382.964	508.000	394.614	**542.600**	540.000	540.000
Participation	143.718	199.500	323.471	**192.00**	180.000	180.000
MA Support	26.102	66.300	59.009	**57.400**	40.000	40.000
Para badminton	25.065	40.100	14.486	**54.800**	40.000	40.000
Meetings	8.164	7.000	7.218	**10.400**	5.000	5.000
Development	720.375	992.800	966.610	**995.900**	925.000	925.000
Communication	42.230	103.950	48.534	**170.000**	170.000	170.000
Commercial	109.683	147.500	163.963	**127.500**	140.000	140.000
Meetings	1.575	3.000	2.113	**4.200**	3.000	3.000
Business	153.488	254.450	214.610	**301.700**	313.000	313.000
Major Events	182.643	208.650	200.966	**160.400**	210.000	180.000
Technical Officials	35.879	94.100	67.685	**74.100**	52.000	52.000
Circuits	33.720	85.500	84.375	**76.000**	85.000	85.000
Meetings	0	1.950	240	**1.100**	3.000	3.000
Events	252.242	390.200	353.266	**311.600**	350.000	320.000
International	5.436	13.000	11.858	**11.700**	12.000	12.000
Governance	3.475	22.000	7.937	**15.200**	15.000	15.000
Board of Directors	28.245	38.960	29.633	**39.400**	40.000	40.000
Staff	810.726	835.000	798.976	**877.100**	910.000	940.000
Office	38.126	72.000	51.339	**69.800**	60.000	60.000
Professional Expenses	0	12.000	31.911	**10.500**	10.000	10.000
Financials	21.448	14.600	4.395	**14.000**	15.000	15.000
Meetings	24.418	109.620	85.339	**93.900**	100.000	100.000
Administration	922.963	1.104.180	1.001.593	**1.119.900**	1.150.000	1.180.000
EXPENDITURE TOTAL	2.057.979	2.754.630	2.555.874	**2.740.800**	2.750.000	2.750.000
OPERATING SURPLUS	192.973	-275.630	60.851	**-92.400**	0	0
Bank Interest	-13.663	0	-7.627	**0**	0	0
Exchange Rate Gain	90.514	0	106.452	**0**	0	0
	76.851	0	98.825	**0**	0	0
SURPLUS FOR THE YEAR	269.824	-275.630	159.676	**-92.400**	0	0

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





BADMINTON EUROPE STRATEGIC PLAN 2021-2024

CLICK BELOW





BADMINTON EUROPE

04

BOARD & ANNUAL DELEGATES' MEETING

Board Elections P. 82
Notice of Annual Delegates' Meeting P. 96



Klavs **ANDREASSEN**

Election of DIRECTOR for the period 2023-2027

Proposed by Badminton Denmark

DATE OF BIRTH: 29 January 1959

LANGUAGES: Danish, English, German (elementary)

Badminton Experience and Involvement

- Director, Badminton Europe (2016-PRESENT)
- Chair, BEC's Governance Commission (2021-PRESENT)
- Member, BEC's MA Support Commission (2021-PRESENT)
- Member, BEC's Administration Committee (2021-PRESENT)
- Member, BEC's Business Committee (2021-PRESENT)
- Chair, BEC's Women in Badminton/Gender Equity Commission (2016-2021)
- Member, BEC's Women in Badminton Commission (2015-2016)
- Vice-chair, BEC's Para-badminton Commission (2017-2021)
- Member, BEC's Member Structures Commission (2015-2021)
- Arbitrator, BWF (2013-2016)
- Organizing Committee, TotalEnergies BWF World Championships 2023
- Organizing Committee, TotalEnergies BWF Thomas & Uber Cup Finals 2020
- Organizing Committee, Li Ning BWF World Championships 2014
- Member, International Committee, Badminton Denmark (2008-PRESENT)
- Chair, Legal Committee, Badminton Denmark (1998-PRESENT)
- Council member, Badminton Denmark (1997-2013)
- President, Badminton Zealand (Denmark) (1997-2014)
- Chair, Appeals Committee Badminton Zealand (Denmark) (1987-1997)
- Council member, Badminton Zealand (Denmark) (1980-1985)
- Chairman, Virum Sorgenfri BC (1987-2007)
- Council member, Virum Sorgenfri BC (1977-1987)
- Member/chair of the youth committee, Virum Sorgenfri BC (1974-1987)
- Umpired at the World Championships in Denmark (1983)
- Umpired in Danish tournaments and league matches (1978-1995)
- Badminton umpire courses (1978-1982)
- Tournament director course in badminton (1979)
- Different badminton coach courses (1976-1987)
- Badminton coach, Virum Sorgenfri BC (1975-1995)

Other Experience and Qualifications

- Part-time teacher and censor at the Danish Insurance Academy (1994-PRESENT)
- Legal Consultant PFA Pension (largest private pension fund in Denmark (1984-2018)
- Board of Directors, PFA Pension, elected by the employees (1991-2015)
- Master of Laws – University of Copenhagen (1984)



Peter **EMPTAGE**

Election of DIRECTOR for the period 2023-2027

Proposed by Badminton England

"Peter is a Badminton England Board Director and sits on several Badminton England Advisory Boards including Player Development Board, Nominations Committee, Facilities Group and Masters Policy Group. He is also actively involved in Badminton England Strategy groups focussing on all areas of the game – a leading director of Badminton England's Strategic Transformation.

He is currently active in all strands of the game from playing (Current World and European Seniors Champion) to county administration, selection, and management of national master's teams at competitions around the world.

As well as his involvement in masters / seniors' badminton he has a strong interest in elite badminton in the UK and around the world, and in the other stages of the development pathway taking an active interest in coaching and new methods of encouraging youngsters to pick up a racket at an early age."

Badminton Experience and Involvement

- Competed In Every World Senior Championships Since Inception In 2003
- Competed In Every European Senior Championship Since Inception In 1995
- Represented England In Senior Representative Matches In All Events Since Inception
- Represented Essex For Record 200 + Appearances From 1975
- Current World Champion 2021 & Current European Champion 2022
- World Senior Championships Medals - 6 Gold, 5 Silver, 7 Bronze
- European Senior Championships Medals - 6 Gold, 8 Silver, 8 Bronze
- English National Masters Championships - 15 National Championship Titles (8 MD 7 XD)
- All England Senior Championships - 15 Championship Titles (8 MD 7 XD)

Badminton England

- Board Director (2020-PRESENT)
- Player Development Board (2020-PRESENT)
- Nominations Committee (2020-PRESENT)
- Facilities Committee (2020-PRESENT)
- Strategy Policy Groups (Places/Player Development) (2021-PRESENT)
- Masters Policy Group (2000-PRESENT)

Other Experience and Qualifications

- Royal Institute Of British Architects (Riba)
- Post Graduate Dip In Architecture (Dip Arch)
- Degree In Architecture (Bsc Arch)
- Institute Of Construction Technologists (Miat)

Trustee/Director Of The Following Trusts And Boards

- President-leighway Badminton Club (2010-PRESENT)
- Chairman-chalkwell Badminton Centre Trust (1985-PRESENT)
- Director-palace Theatre Southend Trust (1983-1988)
- Govenor-westcliff High School For Girls (2010-2015)

"In his professional career he is a Chartered Architect running his own award-winning Architects Practice and consultancy for over 30 years, specialising in sports and leisure facilities. Relevant projects include the Games Time Training Venue for Badminton for the London 2012 Olympic games, and the design of the proposed English National Badminton Arena. This work led to Peter becoming an advisor to BWF for the Rio 2016 Olympic Badminton Venue and other Olympic standard facilities around the world. Other work for BWF includes carrying out venue inspections and reports ahead of major seniors' championships. Recently he has worked with Sport England and BWF on a 'Low Cost' badminton hall research project and looking at the concept of 'warehouse clubs' for Badminton England.
This wealth of badminton experience and knowledge at all levels of the game as well as his passion and commitment for our sport puts him in a great position to make a positive contribution to Badminton Europe."



João **MATOS**

Election of PRESIDENT

Election of EUROPEAN BWF VICE-PRESIDENT

for the period 2023-2027

Proposed by Portuguese Badminton Federation

DATE OF BIRTH: 17 September 1961

LANGUAGES: Portuguese, English, French, Italian and Spanish. Beginner level in German and Mandarin.

Badminton Experience and Involvement

- BEC Acting President (August 2022-PRESENT)
- BWF Vice-President for Europe (2019-PRESENT)
- BEC Vice-President (2008-PRESENT)
- BWF Heritage Working Group Chair (2021-PRESENT)
- BEC Acting President from June 2013 to April 2014
- President of the Portuguese Badminton Federation (1992-2012)
- EBU Council Member as Director for Public Relations (1997-2008)
- BE History Working Group founder and Chair (2007-PRESENT)
- Creator of EBU first official website www.eurobadminton.org in 1997
- EBU Working Group member in 1996
- Chair of BEC Para-Badminton Commission (2014-2021)
- Deputy Chair of Sport for All Commission (2017-2019)
- Board Member Portuguese National Olympic Committee (COP) (1997-2009) & Treasurer (2009-2013)
- Member of European Olympic Committees Marketing and Communication Commission from (2010-2014)
- Registered player Federação Portuguesa de Badminton and active since 1978
- Level 3 men's doubles champion in season 1980/81 and level 1 in season 1985/86
- Level A Senior men's doubles champion in season 1998/99.
- Level B Senior men's doubles champion in seasons 2001/02, 2002/03 and 2003/04
- Level C Senior men's doubles champion in season 2016/17
- Senior +55 MD champion and MS runner-up in 2021
- Senior +60 MS and MD National Champion in 2022
- BWF Distinguished Service Award in 2012
- Mechanical Engineer from Instituto Superior de Engenharia do Porto since 1983 with an updated degree in 2012

Other Experience and Qualifications

- Chef-de-mission from Comité Olímpico de Portugal (COP) at 1999 European Youth Olympic Days in Esbjerg – DEN, 2003 Eur'Altus in Nice – FRA, 2005 ASEM Games in Bangkok – THA and 2009 EYOF in Tampere - FIN
- Committee of Management member in 2011 European U17 Championships - POR
- Plant Manager in the Printing Industry and Quality Assurance Director (1985-2009)
- Technical advisor for FITEMBAL since 2012
- Amateur photographer with special interest in sport photography



Nir **SADEH**

Election of DIRECTOR for the period 2023-2027

Proposed by Israel Badminton Association

DATE OF BIRTH: 25 December 1975

LANGUAGES: Hebrew, English

SKILLS & VALUES: Long involvement in international badminton, strategic vision for development, very good communication skills, very good in planning and delivering projects, very good marketing and sales experience

Badminton Experience and Involvement

- President of the Israel Badminton Association (2020-PRESENT)
- CEO of the Israel Badminton Association (2010-2020)
- Manager and coach in Hatzor Badminton Club (2005-PRESENT)
- BEC accredited umpire (2007-2022)
- Organizer of ten Badminton Europe Circuit events (2006-2022)
- Implementation of Badminton into school competitions in Israel
- Running the Shuttle Time program in Israel
- Running peace project between Jewish and Arab pupils in Israel

- Shuttle Time trainer – Badminton Europe
- BWF – National Administrators' program
- BWF – Event manager
- World Academy of Sport – Players Pathway Program

Other Experience and Qualifications

- Member of the technical committee of Israel NOC
- BA Diploma from Ben Gurion University in three topics: Economics, HR and History
- Directorship Diploma and Diploma in private and public organizations
- Diploma from the Ministry of Sport in Israel – Sports Management in Municipalities



Sven **SERRE**

Election of PRESIDENT
Election of DIRECTOR
Election of EUROPEAN BWF VICE-PRESIDENT
for the period 2023-2027

Proposed by Royal Belgian Badminton Federation

"I love challenges and dialogue, listening to others, and seeking solutions to see badminton grow to its maximum potential."

SKILLS & VALUES: Professional, Accessible, Teamwork, Credible, Humble, Problem solver, Communicator, Leadership

IN FREE TIME: Family, travelling, running (at low pace now), cooking, mycology and Belgian chocolate

Badminton Experience and Involvement

President of the Royal Belgian Badminton Federation (RBBF) (2016-PRESENT)
- Board member [2005 – 2013] and Chair Technical Officials (1998–2007)

Director Badminton Europe (2019-PRESENT)
- Chair Entertainment Commission (2021-PRESENT)
- Chair Circuits Commission (2020-2021)
- Chair Technical Officials Committee (2021-PRESENT)
- Member of Events, Administration and International Committee (2021-PRESENT)
- Responsible for HR matters BEC (2021-PRESENT)
- Umpire assessor BEC (2011-PRESENT), Umpire Coordinator (2016-PRESENT)
- Member of Events and Circuits Commission (2017-2021)
- Lead of the European umpires' education, appraisals and assessments (2016-2022)

Council member Badminton World Federation (2021-PRESENT)
- Deputy Chair Events Committee
- Member of the Para badminton, Governance and Financial (ad hoc) Committee
- European representative to the BWF Technical Officials Committee

Board member Association Francophone de Badminton (2017-PRESENT)

European and World umpiring **since 1996**, as BEC Certificated umpire (2001-PRESENT), as BWF umpire (2006-PRESENT) and participation at Olympic Games (2012, 2021), Youth Olympics (2018) and European Games (2015, 2019)

Other Experience and Qualifications

Belgian Olympic Interfederal Committee: Board member (2013-PRESENT)
Executive Board member and Chair Selection Commission (2017-PRESENT)
Commission Cooperation BOIC – Belgian Paralympic Committee (2019-2022)

Member of the Board of the High Committee for Sport Development in Belgium (2017-PRESENT)

Treasurer General of the International Military Sports Council (2021-PRESENT)
Member of the Sports Commission CISM (2019-2021) & Military World Games Wuhan (2019)

Founding member of the International Federation for Sports Officials (IFSO)

Belgian Defence, Colonel, General Staff Officer:

Chief Operational Communication and Information Systems, Cyber and Information Management for Land Forces (2021-PRESENT)
Chief Business Process & Change Management at the Chief of Defence' office (2018-2021)
Lector in strategic and operational planning at the Royal Military Academy (2016-2018)
Commanding officer/battalion commander (2014-2016)
Operational responsible external media relations Defence (2012-2013)
Deployments in Former Yugoslavia, Africa and Afghanistan



Viktoria **TSVETANOVA**

Election of DIRECTOR for the period 2023-2027

Proposed by Bulgarian Badminton Federation

"I am a lawyer, member of the Badminton Europe Entertainment Commission and former international badminton player (having represented Bulgaria in junior and Scotland in elite international tournaments). I work on high profile cases which have an impact on national, European and global markets, including in the sport sector. Originally from Bulgaria, I have lived in Switzerland, Cyprus, Scotland and Belgium, and played badminton for clubs in Italy, Germany and France. I am a problem solver and innovative thinker, with an understanding of the different needs of national federations as we seek to pursue the same goal: the growth of badminton in Europe."

RECOGNITION:

- FORBES Bulgaria 30 Under 30: one of 30 individuals under the age of 30 recognised as future leaders in their fields.
- 100 Voices for 100 Years: part of 100 women linked to the university of Glasgow impacting the legal profession.

LANGUAGES: Bulgarian, English, French

Badminton Experience and Involvement

BadmintonEurope Entertainment Commission Member (2021-PRESENT)

- Advising on initiatives aimed at developing the entertainment value of badminton (digitally and in venue) and increasing the profile of players.

Advisor to the Bulgarian Badminton Federation (2019-PRESENT)

- Advising on legal and disciplinary matters, including assisting with a BWF disciplinary matter against a player.

Event Liaison for the World Championships 2017 in Glasgow Scotland (2016-2017)

- Assisting in the organisation and running of the Badminton World Championships 2017, hosted in Glasgow, including providing legal advice, liaising with BWF for the smooth running of the event and managing the teams responsible for protocol, key events, catering and presentation.

Badminton player (2000-2017)

- Representing: Bulgaria, Scotland;
- Clubs: Bethune (FRA); Bremen (GER); Fos-sur-Mer (FRA); Santeramo (ITA)

Other Experience and Qualifications

Competition Lawyer (2015-PRESENT)
Dentons, Glasgow, UK | Hogan Lovells, Brussels, Belgium
Competition law specialist, working on cartel investigations, competition litigation, market investigations, abuses of dominance, merger control, state aid and public procurement. Specialising in the sport sector, with clients such as national and international sports governance bodies, Olympic Committees, football associations, and other sporting organisations. Sport sector work including:

- Advising on sport governance structures;
- Advising on abuse of dominance of sports governance bodies;
- Advising on restrictions prohibiting players from participating in unauthorised events;
- Advising on exclusivity contracts and sponsorship contracts;
- Advising on tender process for the procurement of contracts.

Lecturer in Sports Law (2021-PRESENT)
University of Strathclyde, Glasgow, UK
Lecturing the competition law segment of the honours Sport Law class at University of Strathclyde.

Mentor of European Moot Court Team 2022
Edinburgh University, Edinburgh, UK
Coaching the Edinburgh University team in preparation for a mock trial. The European Moot Court is an annual mock trial competition for law students from European universities. The 2022 scenario was the prohibition of sports players from participating in unauthorised events.



Richard **VAUGHAN**

Election of EUROPEAN BWF VICE-PRESIDENT for the period 2023-2027

Proposed by Badminton Wales

DATE OF BIRTH: 16 April 1978

LANGUAGES: English (Fluent), Spanish (Basic), French (Basic)

SKILLS & VALUES: A team player, consensus driven, Deep understanding of all aspects of the sport - from player to executive, Strong relationships with international organisations, Innovative, Progressive, and future thinking, Advocate to make positive changes to bring the sport into its future potential, Goal focused - European Centre of Excellence a great example.

Badminton Experience and Involvement

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

Other Experience and Qualifications

- Director for The Sports Consultancy (2021-PRESENT)
- PhD Sports Governance (2021-PRESENT)
- Digital Committee Member - World Squash Federation (2022-PRESENT)
- Non-Executive Director Equestrian Australia (2020-PRESENT)
- CEO for Squash Australia (2015-PRESENT)
- Non-Executive Director British Olympians (2013-PRESENT)
- MBA (Marketing), Leicester University (2011-2013)
- Digital Director – Google Gold Partner – Gravit-e (2005-2011)
- MA Sports Education and Development, Bath University (2008-2009)
- BSc International Economics and Politics, Cardiff University (2002-2006)
- Athletes Commission Member – British Olympic Association (2000-2005)

NOTICE OF ANNUAL DELEGATES' MEETING

Notice is hereby given that the 56th Annual Delegates' Meeting of Badminton Europe Confederation will be held on Saturday, 22 April 2023 at 10.00 (CEST +02.00) in Baku, Azerbaijan.

1. **PRELIMINARY BUSINESS**
   - **1.1.** Acting President's opening remarks
   - **1.2.** Appointment of scrutineers
   - **1.3.** Attendance
   - **1.4.** To confirm that the Meeting has been properly convened and to approve the agenda.

2. **TO CONSIDER THE REPORT OF THE CONFEDERATION**
   - **2.1.** Acting President's Review - page 14
   - **2.2.** General Secretary's Report - page 16
   - **2.3.** Report Chair of Athletes' Commission - page 18
   - **2.4.** Report Chair of Administration Committee - page 20
   - **2.5.** Report Chair of Business Committee - page 26
   - **2.6.** Report Chair of Development Committee - page 30
   - **2.7.** Report Chair of Events Committee - page 48
   - **2.8.** Report Chair of Governance Committee - page 56
   - **2.9.** Report Chair of International Committee - page 60

3. **CONSIDER AND APPROVE AUDITED ACCOUNTS 2022 - page 68**
   - **3.1.** Income & Expenditure Accounts 2022 with comparison to Income & Expenditure Accounts 2021 - page 68
   - **3.2.** Balance Sheet per 31 December 2022 - page 72
   - **3.3.** Auditor's Report 2022 - page 74

4. **TO APPROVE THE BUDGET FOR 2023 AND TO CONSIDER THE FINANCIAL FORECASTS 2024 & 2025 - page 76**

5. **TO CONSIDER THE STRATEGIC PLAN - page 78**

6. **PROPOSAL**

   PROPOSAL 1

   6.1. TO ADOPT CHANGES TO THE BEC RULES 5.2 E, 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7, 32 (TITLE), 32.2 AND 32.3

   The BEC Board of Directors proposes changes to paragraphs 5.2 E, 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7, 32 (title), 32.2 and 32.3 in the BEC Rules.

   Please refer to Appendix 1 for the exact wording.

   Rationale:
   The BEC Board of Directors has not yet been using the clauses around declaring Members to be not in Good Standing. In 2022, however, following the invasion of Ukraine, the international sports world, generally took decisions to not allow international competitions in Russia and Belarus and to ban athletes from these two countries from competing in international competitions.

   The BEC Board of Directors in applying similar approach found that the correct method would be to declare our two Members from these countries not in Good Standing, with the reasoned decision referring to the regulatory framework of both BEC and BWF.

This decision was disputed and heard by the BWF Independent Hearing Panel and the ruling was in favour of the decision taken by the BEC Board of Directors. However, in the process our legal advisor suggested updates to the BEC Rules to ensure clarity, particularly around the ability of the BEC Board of Directors to declare a member not in Good Standing.

The rule changes are a reflection of the recommendations received and include some necessary corrections and updates which follow the practical experience from 2022.

PROPOSAL 2

6.2. TO ADOPT CHANGES TO THE BEC RULE 8.1

The BEC Board of Directors proposes changes to paragraph 8.1 in the BEC Rules.

Please refer to Appendix 1 for the exact wording.

Rationale:

The BEC Board of Directors proposes this change to ensure flexibility around the timing of the Annual Delegates' Meeting.

PROPOSAL 3

6.3. TO ADOPT CHANGES TO THE BEC RULES 9.1, 9.2, 9.3 AND 20.4

The BEC Board of Directors proposes changes to paragraphs 9.1, 9.2, 9.3 and 20.4 in the BEC Rules.

Please refer to Appendix 1 for the exact wording.

Rationale:

The BEC Board of Directors proposes these changes mainly to allow more time to prepare the Annual Report which in turn would give more flexibility around the timing of the Annual Delegates' Meeting.

PROPOSAL 4

6.4. TO ADOPT CHANGES TO THE BEC RULE 14.2

The BEC Board of Directors proposes changes to paragraph 14.2 in the BEC Rules.

Please refer to Appendix 1 for the exact wording.

Rationale:

The BEC Board of Directors proposes these changes to ensure further clarity and transparency in connection to elections.

PROPOSAL 5

6.5. TO ADOPT CHANGES TO THE BEC RULE 28.4

The BEC Board of Directors proposes changes to paragraph 28.4 in the BEC Rules.

Please refer to Appendix 1 for the exact wording.

Rationale:

The Board of Directors proposes these changes to ensure flexibility and efficiency in the work of the Confederation in relation to the appointment of an auditor.

7. TO DETERMINE THE FEES FOR 2024

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

7.2. The Board of Directors proposes to maintain existing sanction fees.

8. BOARD ELECTIONS

All elections shall be decided in accordance with BEC Rule 14.2.
The CV's of the candidates can be found from page 82 onwards. CVs are presented in alphabetical order.

Candidates will be presented at the BEC Members' Forum. It will not be possible to ask questions to the candidates at the ADM. This is to ensure that all candidates have the same opportunity to present themselves.

8.1. Election of PRESIDENT for the period 2023-2027

(candidates are listed in alphabetical order, according to LAST name)

Portuguese Badminton Federation proposes the election of
João MATOS

Royal Belgian Badminton Federation proposes the election of
Sven SERRÉ

8.2. Election of 2 DIRECTORS for the period 2023-2027

(candidates are listed in alphabetical order, according to LAST name)

Badminton Denmark proposes the re-election of
Klavs ANDREASSEN

Badminton England proposes the election of
Peter EMPTAGE

Israel Badminton Association proposes the election of
Nir SADEH

Royal Belgian Badminton Federation proposes the re-election of
Sven SERRÉ

Bulgarian Badminton Federation proposes the election of
Viktoria TSVETANOVA

8.3. Election of EUROPEAN BWF VICE-PRESIDENT for the period 2023-2027*
(candidates** are listed in alphabetical order, according to LAST name)

Portuguese Badminton Federation proposes the election of
João MATOS

Royal Belgian Badminton Federation proposes the election of
Sven SERRÉ

Badminton Wales proposes the election of
Richard VAUGHAN

*As per BEC Rule 21.3 "if the EUROPEAN BWF VICE-PRESIDENT, ..., is not re-elected as a Director, another Director appointed by the Board of Directors will act in his/her place and a successor shall be elected for remainder of the term at the next Delegates' Meeting when elections take place."

**As per BEC Rule 20.2 "A person nominated for the position of the European BWF VICE-PRESIDENT must be a Director of the Confederation."

9. APPOINTMENT OF AN AUDITOR FOR THE YEAR 2023

The Board of Directors proposes the re-appointment of **Grant Thornton (Denmark)**

10. BWF MATTERS

10.1. BWF Annual General Meeting in Kuala Lumpur, Malaysia on Saturday, 27 May 2023.
10.2. Change of term of next year's BWF Annual General Meeting.

11. ANY OTHER COMPETENT BUSINESS

For the Board of Directors,

Brian Agerbak
General Secretary

1 March 2023





BADMINTON
EUROPE