2023

BADMINTON EUROPE

WE LIVE BADMINTON

ANNUAL REPORT

Report & Financial Statements

For year ending 31 December 2023

Order Papers & Agenda - 2024 Annual Delegate's Meeting



BADMINTON EUROPE

TABLE OF CONTENTS

1 STRUCTURE

Board of Directors 2023 6
European BWF Council Members 7
Office Staff 8
Committees 2023 9
Commissions and Working Groups 2023 10

2 REPORTS

President's Review 14
General Secretary's Report 18
Athlete's Commission Report 22
Business Committee Report 24
Development Committee Report 28
Events Committee Report 50
Governance Committee Report 62
International Committee Report 66

3 FINANCIAL & STRATEGIC PLAN

Annual Financial Report 2023 70
Auditor's Report 80
Budget 2024 and Forecast 2025 & 2026 82
Strategic Plan 2025 - 2028 84

4 BOARD ELECTIONS & NOTICE OF ANNUAL DELEGATES' MEETING

Board Elections 88
Notice of Annual Delegates' Meeting 100

01

STRUCTURE

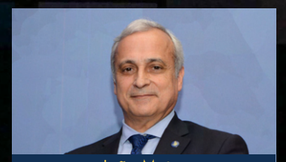
Board of Directors 2023 / Page 6
European BWF Council Members / Page 7
Office Staff / Page 8
Committees 2023 / Page 9
Commissions and Working Groups 2023 / Page 10



BEC BOARD OF DIRECTORS 2023



Sven Serré
President



João Matos
Vice-President



Andrey Antropov
Vice-President



Rémon Verbeek
Director of Finance



Kai Schäfer
Chair of Athletes' Commission



Peter Emptage
Director



Radomir Jovović
Director



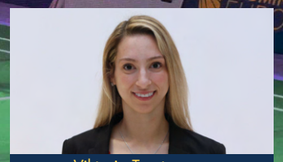
Robbert de Kock
Director



Andrej Pohar
Director



Jean-Marc Serfaty
Director



Viktoria Tsvetanova
Director



Renna Unt
Director



Richard Vaughan
European BWF Vice-President

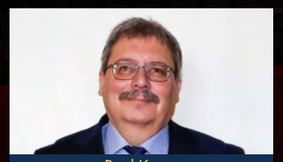
EUROPEAN BWF CONCIL MEMBERS



Poul-Erik Høyer
President



Richard Vaughan
Vice-President Europe



Paul Kurzo
Vice-President Para Badminton



David Cabello
Chair of Development & Sport For All Committee



Richard Perot
Chair of Para Badminton Athletes' Commission



Nora Perry
Chair of Awards Commission



Étienne Thobois
Chair of Marketing Committee



Robbert de Kock
Vice-chair Finance Committee & Chair HR Commission



Sven Serré
Vice-chair Events Committee



Ella Diehl
Member

FORMER BOARD OF DIRECTORS MEMBERS:

Director: Klavs Andreassen (Until 22 April 2023)
Director: Emma Zwiebler (Until August 2023)

FORMER EUROPEAN BWF CONCIL MEMBERS:

Vice-President Europe: João Matos (Until 22 April 2023)
Member: Emma Zwiebler (Until August 2023)



Brian Agerbak
General Secretary



Jimmy Andersen
Deputy General Secretary



Jacob Oehlenschlaeger
Development & HP Senior Manager



Andreja Turk
Finance & Administration Manager

MEET OUR TEAM

At Badminton Europe, we pride ourselves on cultivating a diverse and dynamic workplace. Our talented team is international, with members hailing from the corners of the continent. This rich diversity drives our creativity and enhances our approach, enabling us to support and develop badminton throughout Europe with a truly international perspective. Together, we are committed to fostering excellence and promoting the love of the game at every level.



Jeroen van Dijk
Development & HP Manager



Niklas Pedersen
Events Manager



Kathy-Karmen Kale
Events Officer



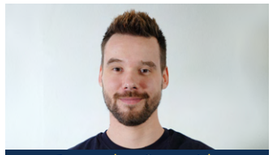
Rafał Glinicki
Events & IT Officer



Mari Carmen Casermeiro Gámez
Development & HP Officer



Tommi Saksa
Development & HP Officer



Przemysław Szymański
Graphics Designer



Sara González Martínez
Communication Officer



Lukas Aktor
Communication Officer



Dennis Christensen
Centre of Excellence Head Coach



Vytautė Fomkinaitė
Centre of Excellence Coach

BADMINTON EUROPE

FORMER STAFF:

Development & High Performance Manager: Justine Cammal (Until March 2023)
Events Manager: Matthieu Hecker (Until March 2023)
Communication Manager: Thomas Fuchs (Until July 2023)
Communication Intern: Joana Trindade (Until July2023)
Events Manager: Tamara Geeraerts (Until October 2023)
Communication Intern: Gaia Diakhité Becerra (Until November 2023)

COMMITTEES 2023

ADMINISTRATION COMMITTEE	BUSINESS COMMITTEE	DEVELOPMENT COMMITTEE	INTERNATIONAL COMMITTEE
Rémon Verbeek	**Robbert de Kock**	**Viktoria Tsvetanova**	**Richard Vaughan**
Sven Serré	Andrej Pohar	Radomir Jovović	João Matos
Jean-Marc Serfaty	Renna Unt	Peter Emptage	Robbert de Kock
	Richard Vaughan	Jean-Marc Serfaty	Radomir Jovović
	Viktoria Tsvetanova		Andrej Pohar
			Peter Emptage

GOVERNANCE COMMITTEE
Andrej Pohar
João Matos
Jean-Marc Serfaty
Viktoria Tsvetanova
Sven Serré
Rémon Verbeek
Brian Agerbak

↓

ATHLETES' COMMISSION
Kai Schäfer
Martina Repiska
Richard Perot

EVENTS COMMITTEE
Renna Unt
Radomir Jovović
Jean-Marc Serfaty
Peter Emptage

↓

TECHNICAL OFFICIALS (SUB COMMITTEE)
Sven Serré
Iris Metspalu
Kai Schäfer
Jimmy Andersen
Carsten Koch

COMMISSIONS* AND WORKING GROUPS 2023

HIGH PERFORMANCE COMMISSION	GOVERNANCE COMMISSION	PARTICIPATION COMMISSION	MA SUPPORT COMMISSION
Richard Vaughan	**Andrej Pohar**	**Jean-Marc Serfaty**	**Radomir Jovović**
Andrey Antropov	Jean-Marc Serfaty	João Matos	Sven Serré
Andrej Pohar	Pernilla Ståhle	Renna Unt	Stefanos Hailis
Robbert de Kock	Espen Larsen	Richard Vaughan	Matevz Srekl
Ingo Kindervater	Giovanni Esposito	Simone van den Bergh	Maria Bubecea
Jens Meibom	Oleksii Dniprov	Tina Riedl	Emma Zwiebler
Elisa Chanteur	Klavs Andreassen	Martin Kranitz	Klavs Andreassen
Arturo Ruiz	Emma Zwiebler		

ENTERTAINMENT COMMISSION	HISTORY WORKING GROUP
Sven Serré	**João Matos**
Robbert de Kock	Torsten Berg
Renna Unt	Gisela Hoffmann
Radomir Jovović	Derek Batchelor
Viktoria Tsvetanova	
Chris Spiteri	

*COMMISSIONS DISCONTINUED IN Q2 2023

02

REPORTS

President's Review / Page 14
General Secretary's Report / Page 18
Athletes' Commission Report / Page 22
Business Committee Report / Page 24
Development Committee Report / Page 28
Events Committee Report / Page 50
Governance Committee Report / Page 62
International Committee Report / Page 66



> Many thanks to all Members putting daily efforts in our beloved sport!



SVEN SERRÉ

BEC President

BADMINTON EUROPE

Dear Members,
Dear friends,

I am pleased to address you for the first time as Badminton Europe President and look back at the year 2023. For me the first part of the year was focused on the election campaign which in fact was an excellent opportunity to connect with many of you. Thank you for sharing your views on badminton in Europe which was a huge help for me which I could bring forward to the strategic plan process the Board of Directors embarked on in the autumn of 2023. May I also use this opportunity welcome Viktoria Tsvetanova add Peter Emptage to the Board of Directors. Unfortunately, Emma Zwiebler decided to take a step back from her director position due to increased professional commitments. I would like to express my sincere gratitude for everything she has done for Badminton Europe over the years.

The 2023 Congress in the beautiful city of Baku was organised to perfection and our hosts from the Azerbaijan Badminton Federation did everything in their power to make us feel welcome. I thank them for their outstanding efforts and the progress they are making in popularizing the game of badminton in Azerbaijan. I look forward to being back in Baku as we will continue our excellent cooperation in the years to come.

I was pleased to attend the 2023 European Club Championships in Oviedo, Spain. This also being the last of the kind as a decision was taken to discontinue these Championships due to a steady decline in participation over the years. Nevertheless, it was an excellent event and some fierce battles on court that I was pleased to witness while using the opportunity to connect with the Spanish Badminton Federation which is an important partner in organising several European Championships in the upcoming years.

We have a partnership with Special Olympics, and I was impressed with how the city of Berlin was organising the World Games in June 2023. Badminton is an important sport on the programme and enjoyed immensely by the athletes. We intend to strengthen cooperation with the Special Olympics movement together with efforts by BWF and encourage all of you to connect with spots organisations that work in this field.









The 2023 European Games in Poland was an excellent display of badminton and an excellent opportunity to connect with the EOC. Spyros Capralos, the EOC President, came to watch the finals of the women's doubles and men's doubles. A real publicity and promotion for our sport! Likewise, the EOC Sports Director, Peter Brüll honoured us with his presence on a number of occasions. This was also an opportunity to discuss badmintons inclusion in the European Youth Olympic Festival which is an important priority for us. The European Games was an outstanding success for badminton, and we look forward to the next edition in Istanbul in 2027.

During the European Games we held our first Town Hall meeting live from the venue. It is important for me to open up new communication ways with Members and this is a tool that we will continue to use for this purpose. Many of you tuned in and encourage you to continue to do so. Thank you very much!

I visited the European U17 Championships in Vilnius, Lithuania in August 2023. It was wonderful to see the future of European badminton battling it out on court. I was especially delighted that the Lithuanian Badminton Federation took it on themselves to organise a big event like this one. I was very pleased with the setup - cosy and family feeling - and their efforts. I am sure all the participants will have font memories of their stay in Vilnius.



One of the absolute highlights of the year was the World Championships in Copenhagen. The atmosphere at the stadium was sizzling and with some amazing performances from the local players the roof lifted on quite a few occasions. Congratulations to Badminton Denmark for organising such a fantastic event.

A Board of Directors meeting was held in the weekend leading up the World Championships and an open house at the BEC Office was held during the event. I was very happy with the sincere interest of so many Members and partners coming to the BEC Office for a meet and greet. It will only strengthen our relations with all of them and especially with BWF to develop our badminton sport. Together strong, remember!

The first session to start the work on the new strategic plan started in Brussels in October. Prior to these planning had been on-going with the support of former BEC President, Gregory Verpoorten. Gregory also made the effort to come to Brussels to moderate the session. With his prior knowledge of the organisation and his professional knowledge we were able to set the scene and narrow down the key focus areas for the next strategic period. I am eager to present the new strategic plan during the 2024 Congress.

There where a few other visits during the year that I would like to mention. I had the pleasure to attend the 65th Anniversary of the Czech Badminton Federation in October. I also visited the qualification stage of the European Men's & Women's Team Championships in Germany in December and in the beginning of the year, I had the chance to be in Aire-sur-la-Lys in France to enjoy the European Mixed Team Championships. Unfortunately, the work Badminton Nederland did to organise the European qualification stage of AirBadminton was for nothing because the World Beach Games were last minute cancelled. Nevetheless, it was a great event in Werkendam. Many thanks to all Members putting daily efforts in our beloved sport!

I look back at 2023 feeling that we accomplished a lot in a short stint of time. 2023 was a cool and discovering year. I however also recognize that we are in a time of unrest with the war in Ukraine still raging and another conflict escalating in the Middle East. These incidents cast a shadow on the Continent and I cannot help to think about these hardships as we aim to develop badminton in Europe. My thoughts go out for peace and harmony as I end this review.

I would like to thank my colleagues on the BEC Board, the BEC Staff and the BEC Members. I am pleased that we are all working as a team to improve our sport. Thanks for your support and cooperation. Together we will improve badminton in Europe.

Together strong!



2.2 ORDER PAPER ITEM

> I am pleased that we quickly came back to a full contingency of staff to support the Board of Directors, Members, tournament organisers and players in the best possible way.



BRIAN AGERBAK

BEC General Secretary

GENERAL SECRETARY'S REPORT

BADMINTON EUROPE

2023 did not present itself any better in the light of unrest and war. With the attack on Israel and the immediate response a new zone of conflict was added. And while we went on with our business to develop and promote badminton in Europe the hardship of our friends and colleagues stayed with us.

It has been a rather turbulent year in the office. In particular the Events Team was seriously affected by Matthieu Hecker accepting a job at the Paris Olympics and Tamara moving to Germany to for the marketing company of the German Badminton Federation. I am pleased that we could find excellent replacements in Kathy-Karmen Kale and Niklas Pedersen who both came in with significant experience from working in their national federations. Also, the communication team had a change with Thomas Fuchs leaving being directly replaced by Tine Gade and with an additional resource being added to the staff in Lukas Aktor.

I am pleased that we quickly came back to a full contingency of staff to support the Board of Directors, Members, tournament organisers and players in the best possible way. A certain fluctuation of staff is to be expected. Not least as we often employ younger staff coming from abroad. We do understand that this may give a shorter life span in the organization. We also see that some employees move on to other exciting sports/badminton positions following their stint with us.

During the year I attended the European Mixed Team Championships in the French city of Aire-sur-la-Lys, the All England, the Special Olympics World Games in Berlin and the European Games in Tarnów. With a strong events team in place my role at events became more as representation and opportunities to meet organisers, business partners and extend networks.

Board meetings were held in Malmö, Copenhagen and Brussels as well as a number of virtual Board meetings held during the year. The BEC Congress in Baku was a great experience and I appreciate both the efforts of the Azerbaijan Badminton Federation and the BEC Staff that worked very well together to make sure all delegates had a good experience. The BWF AGM was held in Kuala Lumpur and was another good occasion to meet with European members and colleagues from around the globe.

A new contract with YONEX started in 2023 which would take our cooperation beyond the 20-year mark having started in 2005. YONEX has been such an important and reliable partner for Badminton Europe over the years and contributed to the consistency and quality of all our European Championships. In 2023 negotiations with another important partner, Sportradar, commenced. Sportradar has supported our events from a data perspective either directly or through partners for over a decade. This has allowed us to set up a streaming platform and provide moving images to our fanbase. Going forward we intend to further utilize the data when setting up a new website.

YONEX®



The website and tournament management system projects were re-launched in 2023 with significant interest being shown from vendors. When starting discussions with shortlisted companies it became apparent that a key component would be to strengthen our data infrastructure. In order to achieve this, we needed a thorough understanding of our current digital assets and how there were connected. Therefore, a company was engaged to conduct what we refer to as a discovery phase. With this in place we will proceed with the choosing the vendor and the development in 2024.



I had the pleasure to celebrate the 50th anniversary of Greenland Badminton Federation in Nuuk while also meeting the Greenlandic Sports Federation representatives while attending their Annual meeting and Awards show. With a new airport being built the hope is to make Greenland more accessible and with this also the intention to organise international events.

The World Championships in Copenhagen was another highlight of 2023 with the Royal Arena providing an excellent setting and atmosphere. We used the opportunity to invite partners, Board members, BWF Council members and staff as well as member representatives to visit the BEC Office.

A strategic cycle is coming to an end and the work has started in preparing a new strategic plan for 2025-2028. The current period has been a difficult one coming through the pandemic and with raging wars in the Continent. Nevertheless, I look back with a sense of accomplishment. We have acted with due diligence and taken difficult decisions when required. I believe we are in a position of strength looking into the immediate future.

I would like to thank the BEC Board of Directors, BEC Staff, BEC Members and our commercial partners for the cooperation and support.

2.3 ORDER PAPER ITEM

> It is nice to see that the number of BEC Circuit tournaments stays on a high level and at the same time the demand of players that are willing to enter these tournaments is high, too.



KAI SCHÄFER

Chair of the Athletes' Commission

ATHLETES' COMMISSION REPORT

BADMINTON EUROPE

In 2023 the Athletes' Commission made sure to be present at the BEC Board, Committee and Strategic meetings throughout the whole year.

One of the main working points of the Athletes' Commission during the last year was to improve the cooperation and communication with the BWF Athletes' Commission. Throughout the year we held several physical and online meetings with current members of the BWF AC. As the last year was still characterized by the ongoing conflict in Ukraine and its implementations for the badminton world, our AC wanted to make sure that the voice of our European athletes was heard and considered. This included among other things the process of the reintroduction of Russian and Belarusian athletes at international tournaments. We also invested resources to explain and clarify this process to our European players, so they were fully aware of all the procedures and their consequences.

We were excited to work together with the BEC Events Committee and Entertainment Commission over the last couple of years to implement a concept for BEC major events about how to increase fan engagement and highlight the local players of the host nation. We saw the first promising results at our 2024 European Championships in Saarbrücken.

Furthermore, it is nice to see that the number of BEC Circuit tournaments stays on a high level and at the same time the demand of players that are willing to enter these tournaments is high, too. We would like to thank BEC and all our European organizers for setting up such a well-established tournament circuit, that gives lots of (young) players the opportunity to compete on international level.

Finally, I would like to thank all my fellow Board members and colleagues within BEC and especially our President Sven Serré for actively reaching out to consider the athletes' voice. I also want to thank my Athletes' Commission members Martina Repiska (SVK) and Richard Perot (FRA) for their service in the commission and their motivation to serve our athletes in Europe and our whole sport!



2.4 ORDER PAPER ITEM

> Discussions were initiated with BWF to explore collaboration opportunities for more impactful coverage of commonly covered tournaments.



ROBBERT DE KOCK

Chair of the Business Committee

BADMINTON EUROPE

INTRODUCTION

At the onset of the year, significant emphasis was placed on establishing short and mid-term objectives for our diverse platforms. Detailed strategic plans were devised for each platform, along with a targeted approach aimed at specific markets and demographics. The overarching goal was to leverage data analysis to discern the most impactful initiatives and refine our focus on meeting the needs of our fanbase.

While there was some success, particularly on Instagram where a notable increase in followers was achieved alongside substantial growth in engagement, other platforms experienced more modest results. This underscores the importance of allocating resources strategically to maximise growth potential across all channels.

Furthermore, the amalgamation of the Commercial and Communication roles proved challenging and resource intensive. Midway through the year, Thomas Fuchs, the Business Manager, departed the organisation. Following an extensive recruitment process, Tine Gade assumed the role of Communication Manager on 1 January 2024. Additionally, the team was bolstered with the addition of Lukas Aktor as Communication Officer, bringing valuable expertise in video editing.

Commercial responsibilities were primarily shouldered by the General Secretary throughout 2023.

PERFORMANCE METRICS

Instagram witnessed substantial growth in 2023, with followers increasing by approximately 35% and reach expanding by 86%. This growth was propelled by intensified efforts in leveraging reels and dedicating substantial resources to nurturing our Instagram presence.

Despite a modest 3.5% increase in followers on Facebook, our largest following and reach still reside on this platform. However, there was a notable gain in reach, nearly 24%, indicating a positive trajectory. Conversely, YouTube saw limited attention in 2023, resulting in a marginal increase in followers towards the end of the year, albeit with a decline in views due to a lack of content.

Website traffic remained stable in 2023 compared to the previous year, notwithstanding the impending launch of a new website, as the current one is showing signs of wear. The database continued to grow steadily, largely driven by the OTT streaming platform www.badmintoneurope.tv.



Platform Metrics Comparison:

Platform	End of 2022 metrics	End of 2023 metrics
Instagram	83,611 followers, annual reach: 3.6M	112,277 followers, annual reach: 6.7M
Facebook	315,849 followers, annual reach: 8M	326,524 followers, annual reach: 9.9M
YouTube	124,800 subscribers, 2.1M views	127,500 subscribers, 1.5M views
Website	396,719 unique users, 1.96M page views	399,897 unique users, 1.85M page views
Database	202,200 users	229,600 users

LIVE COVERAGE

Throughout 2023, Badminton Europe maintained on-site coverage at various tournaments across Europe. Coverage included all European Championships, the World Championships in Copenhagen, several BWF World Tour Events, and the European Games, alongside BEC Circuit Tournaments. Discussions were initiated with BWF to explore collaboration opportunities for more impactful coverage of commonly covered tournaments.

WEBSITE TENDER

In Q3 2023, a tender was issued for the development of a new website for Badminton Europe. The initiative garnered significant interest, with 24 proposals received. The primary objective of the new website is to provide fan-centric and data-driven content. To this end, a discovery phase has been initiated with a shortlisted vendor, with plans to launch the new website in 2024.

An integral feature of the new website is the inclusion of a white-label solution, allowing components to be replicated for member websites, fostering cost efficiency and content sharing synergies.

TENDER

12 SEPTEMBER 2023

PARTNERSHIP

In 2023 the continued agreement with Yonex as our Events Equipment partner commenced. Yonex has been a loyal and reliable partner for our European Championships since 2005. With their excellent services and cooperation, we have achieved a unified look and feel of all our Championships to the benefit of players, organisers, fans and stakeholders.

In the development field 2023 was the first full year of partnership with RSL for various development projects. Through this partnership we have seen a lift in presentation at our various development activities with coaches and staff being equipped in RSL gear and RSL shuttles being used.

In 2023 we started talking with Sportradar regarding prolongation of the current contract. Through the Sportradar agreement we have been able to provide streaming and live score to a significant number of Circuit tournaments. Sportradar is providing and hosting our OTT Streaming platform which has around 100 streaming days per year.

ACKNOWLEDGEMENTS

I extend my gratitude to our partners for their steadfast support, as well as to my colleagues on the Board and the dedicated BEC Staff.



> It is a part of BEC's strategy that our Members gain autonomy in educating coaches.



Viktoria Tsvetanova

Chair of the Development Committee

BADMINTON EUROPE

INTRODUCTION

2023 was again a year with a full calendar, with many Development activities taking place. The 3-year Erasmus+ badminton coach education project, ADVANCE, successfully came to a conclusion this year. Given its success, the ADVANCE coach education will be delivered again in 2024. A new EU funded Erasmus+ project called SHUTTLERS started in 2024. The Centre of Excellence celebrated its 6 years of existence in September 2023. Our young top talents went to Malaysia to train with the Malaysian national team and gain valuable experience for their future badminton careers. BEC's more traditional activities, such as the RSL BEC Summer School, Shuttle Time, Regional projects, BWF coach education and the Para badminton Event were also all delivered successfully.

The 2023 development report shows that our Members are back on track with their development post-Covid. The annual survey shows an upward trajectory of the overall development of our Members; in particular, we observe a positive progression in four of the five development areas (Administration, Communication, Events and High Performance) as compared to 2022. In the Participation area, the numbers stay the same. Therefore, overall, we have had a successful year 2023.

In 2023, three Development Committee meetings were held. The first meeting was held on 27 January in Malmo (Sweden), the second was held on 20 August in Copenhagen (Denmark) and the third meeting was held virtually on 22 November.

MEMBERSHIP DEVELOPMENT

Annual Member Survey and MoU

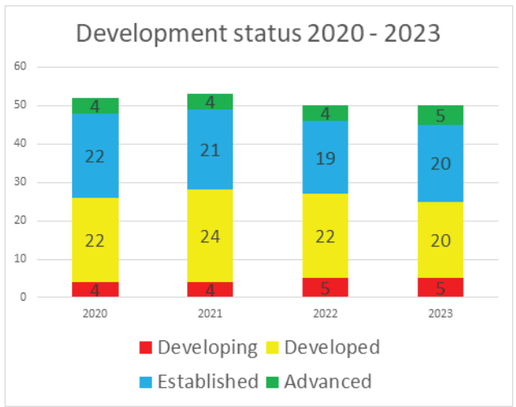
For the fifth consecutive year, the BEC annual survey was sent out on 2 October 2023 to all BEC Members (KPI of conducting a quantitative member survey was achieved). 50 out of our 53 Members answered the 72 questions of the survey. Belarus, Montenegro, and Russia did not submit their annual survey.

Similar to last year, the individual report cards were combined with an individual MoU update for 44 of our Members. 6 Members received their individual survey results without a MoU update.

Our Members were invited to book an online session with the Development team to go through their results in 2023 and the suggestions made for 2024.



The graphics below shows the overall development status of the answering Members over 4 years.

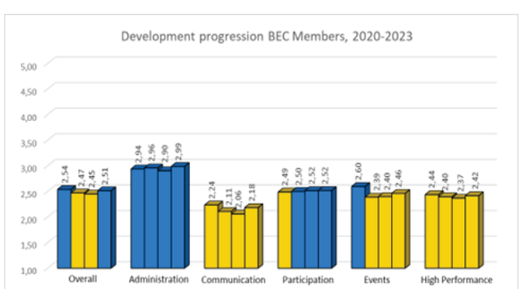


We are very pleased to see the high response rate for the Annual Survey over the past years (2020: 52 Members submitted the Annual Survey, 2021: 52 Members, 2022: 50 Members and 2023: 50 Members). Thanks to all Members for providing us with the valuable information.

It is great to see that 2 members moved up in 2023 from the Developed to the Established and Advanced status compared to 2022.

The BEC Members who signed a 3-year MoU in 2020 received a new MoU draft at the beginning of 2024. The new MoUs were based on the results achieved in the last 3 years and the 2023 survey results. Individual calls were scheduled in February and March to discuss the new drafts.

In the graphics below, our overall European level of development is represented (on a scale from 1 to 4), and our European level of development in each area measured in the survey.



We can see an increase in the overall development of our members. In four of the five development areas (Administration, Communication, Events and High Performance) we can observe a positive progression compared to 2022. In the Participation area, the numbers have remained consistent.

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 Member's 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.

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 2021, 2022 and 2023 annual surveys.

Development Level	KPI by end of 2024	Status 2021	Status 2022	Status 2023
Developed	All	53	49	48
Established	Minimum 45	38	32	38
Advanced	Minimum 22	20	15	16

In a European context, it is great to see that 38 of BEC Members who filled out the survey have reached the development level of "Established" within the Administration area.

Members Forum

The 2023 Member´s Forum was successfully delivered on 21 April during the 2023 BEC Congress in Baku, Azerbaijan with many different speakers and presenters. The topics were: the SROI project, Inclusivity & Para Badminton, Sustainability, High Performance, Events and Paris 2024.

79% of our Members (42 Members out of 53 Members) were represented at the Members' Forum; meaning that the KPI of 85% representation was regrettably not achieved.

Thanks to the Azerbaijan Badminton Federation for hosting the Member´s Forum providing us with a great opportunity for networking and sharing of interesting inputs.

BASIS Programme

Membership Exchange Programme

From 4-5 December, 17 coaches and administration staff (11 male and 6 female) took part in the Membership Exchange Programme focusing on the secrets behind the Danish badminton training culture. The program took place in Aarhus, Denmark. We would like to thank Elitetalentcenter Vest Aarhus, Viby Badminton Klub, Højbjerg Badminton Klub and Kenneth Larsen for their presentations which gave a valuable insight and better understanding of the success of Danish badminton.

Representative Visit

A Representative Visit was planned in Azerbaijan following the Congress. Unfortunately, it was cancelled due to unforeseen circumstances.

Shadow Programme

In 2023, three of our Members took advantage of the Shadow programme in order to gain valuable experience within a specific area. Victoria Korobova (Estonia) shadowed the BWF/BEC Coach Education Level 1 Course which was held in Oviedo, Spain (27-30 April 2023). Paul Vennekens (The Netherlands) shadowed the BWF/BEC Tutor Education Level 1 Course held in Haarlem, Netherlands (12-14 May 2023). Patricia Rosa (Portugal) shadowed at the U17 European Championships which were held in Vilnius, Lithuania (4 -12 August 2023)

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





PARTICIPATION

Members Participation

Based on data sent by our Members to BWF, the total number of players registered in a national badminton organisation over the past four years is as follows:

	2020	2021	2022	2023
Number of registered players	862.287	796.486	824.980	824.041

The number of registered players in 2023 remains broadly the same as in 2022, and higher than those registered in 2021. However, they remain lower than the number of players registered prior to the Covid-19 pandemic, demonstrating that we have not yet recovered from the loss of registered players caused by the pandemic.

The data reported in our Annual survey with regards to clubs shows that the number of clubs decreased by 375 clubs over the past year: from 11.306 in 2022 to 10.931 clubs in 2023. 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 from our 2021, 2022 and 2023 annual surveys.

Development Level	KPI by end of 2024	Status in 2021	Status in 2022	Status in 2023
Developed	Minimum 45	52	47	48
Established	Minimum 35	25	23	26
Advanced	Minimum 13	2	4	4

A small increase in the Developed and Established status compared to 2022 can be observed. It is great to see that we are moving in an upward trajectory again.

SHUTTLERS (new EU project)

BEC received financial support of 400.000 Euro from the EU through the Erasmus+ programme to lead a three-year project (2024-2026). Together with 5 strong partners – Sport Coaching Europe, Universidad Europea de Madrid, Austrian Badminton Association, Lithuanian Badminton Federation and German Badminton Association. Programmes and materials will be developed and tested for recruiting and retain young badminton players in clubs. The developed programmes will be made available for BEC Members and everyone else interested in growing the sport of badminton. A big thank you is extended to the EU for believing in our project and trusting us once again with significant financial support. Also, a massive thanks to our 5 partners for agreeing to be part of this exciting journey.

School badminton (Shuttle Time)

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 2023, 41 of our Members were involved in the programme.

In February, our annual Shuttle Time Trainers-Tutors course was organized in Bischofsgrün Germany, in cooperation with the German Badminton Association. Of the 16 participants (5 female and 11 male) for 7 different members, 9 new trainers and 6 new tutors were educated.

With BEC support, 158 Teachers courses and 2 tutor courses were successfully delivered by our Members. As regards equipment, 501 school sets were shipped in 2023, to 13 different BEC Members, therefore achieving our KPI of annually distributing 500 Schools sets.

The analysis of the 2023 Member survey showed that 43 out of the 50 answering Members are organizing school tournaments, and we are happy to report the following statistics:

As demonstrated in the table, we achieved all KPIs set in this regard by the end of 2023 with the exception of the number of implementing members. Increasing the number of Shuttle Time implementing Members is more challenging simply because some of our Members already have their own School badminton programme in place:

Shuttle Time	KPI by the end of 2024	Status by 2020	Status by 2021	Status by 2022	Status by 2023
Implementing Members	48	38	39	41	41
Trainers	110	128	134	161	170
Tutors	1.000	919	980	1.041	1.068
Teachers educated	30.000	23.052	25.410	27.972	30.806



RSL BEC Summer School 2023

The RSL BEC Summer School 2023 was successfully delivered in Caldas da Rainha, Portugal.

Training camp: 54 players participated (25 female and 29 male), from 28 different Members (KPI of having a participation of at least 10 different Members was achieved).

BWF Coach Education Level 2 course: 23 coaches (7 female and 16 male participants) participated and 13 obtained their BWF Level 2 certification. (cf. here below in "Education").

The Board of Directors has approved the allocation of the RSL BEC Summer School 2024 to Tallinn, Estonia with Badminton Estonia ready to welcome players, coaches and BEC Staff.







Regional Projects

In 2023, 7 out of the 8 accepted projects were successfully delivered. Here below the summary of the projects:

Applying Member	Members participating	Topic	Participants
GERMANY	SWITZERLAND, AUSTRIA	U17 TRAINING CAMP	18 FEMALE 16 MALE PLAYERS 6 COACHES
ISRAEL	CROATIA, CYPRUS, SLOVENIA	U17 TRAINING CAMP	11 FEMALE 13 MALE PLAYERS 4 COACHES
ROMANIA	BULGARIA, MOLDOVA	SENIORS	9 FEMALE 12 MALE PLAYERS 3 COACHES
BULGARIA	MOLDOVA, KOSOVO	TECHNICAL OFFICIALS	6 FEMALE 6 MALE PARTICIPANTS 2 EXPERTS
SERBIA	ROMANIA BULGARIA, CYPRUS	U15 GIRLS CAMP	20 FEMALE PLAYERS 4 COACHES
ENGLAND	WALES, SCOTLAND	PARA CAMP	2 FEMALE 9 MALE PLAYERS 2 COACHES
BULGARIA	ROMANIA, NORTH MACEDONIA	AIRBADMINTON	40 FEMALE 36 MALE PLAYERS
AZERBAIJAN NOT DELIVERED	UKRAINE, TÜRKIEY CANCELLED THE PARTICIPATION	U15 TRAINING CAMP	8 FEMALE 8 MALE PLAYERS 4 COACHES

Thanks to all the 17 Members involved in the Regional Projects for their motivation and persistence in safely organising the different badminton activities connected to the Regional Projects.

The KPI of supporting at least 10 Regional Projects which are in line with the objectives of the Badminton Europe Strategic Plan was sadly not achieved.

AirBadminton

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 project and how we can support our Members to promote and develop AirBadminton within Europe.

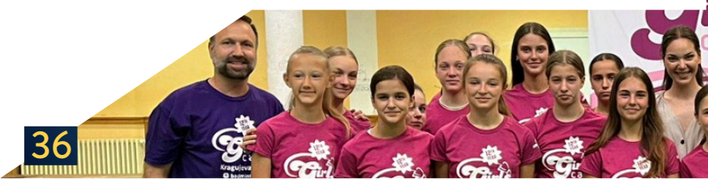
Social Return on Investment Model (SROI Model)

During the 2023 Members Forum in Azerbaijan, the company "Substance" gave an update and provided the results of phase one of the pilot project: "Social Return On Investment (SROI). The SROI model, which has been developed for UEFA, is 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.

Phase one, which was led by Substance, aimed at collecting different kinds of data from the four pilot Members and hereby development a SROI model for badminton. Thanks to the French Badminton Federation, Badminton Malta, Badminton Estonia and the Italian Badminton Federation for participating in the pilot project.

Phase two of the pilot project, which focused on BEC assisting the pilot Members presenting and explaining the results from the SROI model to relevant partners and stakeholders, was put on hold in 2023 due to a notice received from UEFA that they are updating the model and require some time to do so. BEC needed to understand how updates to the SROI model would impact the future use of the model. It is expected that we can restart the project in the beginning of 2024. Thanks to Substance for all their assistance throughout the process.





BEC Development Coffee Break

with Mari Carmen Casermeiro

The approach for the webinars was changed in 2023 to make them more engaging and entertaining for the badminton community. This time the Development department decided to implement the "Development Coffee Break", where different areas were discussed between Mari Carmen and the "monthly guest" in a 20-minute break format.

DATE	TIME	AREA	SPEAKER & MONTHLY GUEST	ONLINE VIEWS - YOUTUBE
April 2023	11:00	Players Dual Career	Mari Carmen Casermeiro & Erica Khoo	140
May 2023	11:00	Parabadminton and the new Level 2 para course	Mari Carmen Casermeiro & Dina Abouzeid	70
June 2023	11:00	The RSL BEC CoE	Mari Carmen Casermeiro & Dennis Christensen	135
July 2023	11:00	The ADVANCE project. From the coach's perspective	Mari Carmen Casermeiro & Jose Antonio Crespo	150
August 2023	11:00	BEC World Junior Camp in Malaysia	Mari Carmen Casermeiro & Anu Nieminen	130
September 2023	11:00	From above the court: the umpire's perspective	Mari Carmen Casermeiro & Iris Metspalu	210













Compared to last year's webinars series, when videos focused on BEC staff only, the views have increased substantially; showing that viewers are interested in hearing from people of varying backgrounds sharing their experiences and projects. If you have not watched these, we encourage you to log into our YouTube channel and check it out.

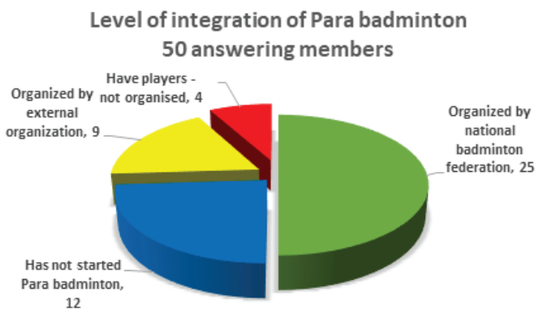
Thanks to all the speakers for sharing their knowledge and insights within the different areas.

PARA BADMINTON

Level of integration of Para badminton

Following the 2023 Annual survey, the BEC Members reported that 34 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. This is an increase of 2 compared to 2022.

We have not yet reached our KPI of 40 Members having organized para badminton but we are moving in the right direction.



BEC Para badminton event

The KPI of annually delivering the BEC Para badminton event was achieved with the delivery of the event in Cagliari, Italy from 17-19 November. 21 participants from 13 different Members attended the event with 10 participants (6 female and 4 male) attending the Administrators course and 11 participants (3 female and 8 male) attending the coaching course (module 13-Disability workshop).

Thanks to the Italian Badminton Federation 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 10 articles on Para badminton on our communication platforms during 2023 and reached the KPI of 6 articles annually.

22 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 6 participants from 6 different Members for their participation in the BWF National Classifier Workshop Level 1, which took place in Brno, Czech Republic.

In addition, BEC supported 1 participant from 1 Member in their participation in the BWF National Classifier Workshop Level 2. The workshop was organized in Vitoria, Spain.

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

Wheelchairs

In 2023, the Badminton Association of Slovenia extended the loan of an adapted wheelchair for another year. The Bad minton Association of Serbia and the Norwegian Badminton Federation also received an adapted wheelchair for a 1-year loan. In addition, it has been agreed that in 2024 Slovak Badminton Federation, Hungarian Badminton Association and Federação Portuguesa de Badminton will loan wheelchairs for a 1-year period.

High Performance Para badminton training camp & Kick start projects

The delivery of a High-Performance camp on a European level to prepare European Para players for a major event seems to be of limited interest among our Members. It seems that there is more interest for small camps with a focus on sparring. After consultation with BWF, the decision was made to give the Members the chance to apply for kick start, developing and HP projects. In total 11 members were approved to receive funding for their para badminton projects: Bosnia & Hercegovina, Sweden, Serbia, Estonia, Latvia, Slovenia, France, Spain, Bulgaria, Lithuania and Slovakia. The projects were delivered in December 2023 and the beginning of 2024.





EDUCATION

ADVANCE

The 3-year Erasmus+ badminton coach education project, ADVANCE, kicked off in the beginning of 2021 and has come to an end in December 2023. The 10-month badminton coaching education together with an online European Badminton Coaching platform and an instructors' guide, have been created and implemented successfully. The 16 coaches accepted to the programme (3 female and 13 male) coming from 12 different Members have shown a great proactivity and commitment throughout the education period (both face to face and online). Four face to face encounters were organised during the ADVANCE project. The first one took place in September 2022 at the RSL BEC CoE facilities in Holbæk (Denmark); the second one in January 2023 in Haarlem (The Netherlands); the third one in March 2023 in Glasgow (Scotland) and the last one in June 2023 at the facilities of the Olympic Training Center in Saarbrucken, (Germany).



Co-funded by the Erasmus+ Programme of the European Union





After the face-to-face encounters, the 16 coaches had to prepare their final assignments to complete the education to get their certificates. The review of the assignments are in progress but the current outcome is very positive.

The online ADVANCE Educational platform: badmintoneducation.com was also developed during the project and was launched in December 2023. The platform provides interesting coaching content for coaches in general, but also serves for supporting the delivery of the ADVANCE Badminton Coach education. The KPI of developing an online coach education platform has been achieved.

The German Badminton Association and Badminton Netherland hosted the 5th and 6th Transnational Project Meetings that helped to follow up and complete the final details of the project.

Thanks are extended to our 6 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.

COACHING COURSES

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, 13 Members delivered national Coach Education Level 1 courses and 2 Members delivered the Coach Education Level 2 course in 2023. These statistics falls short of our KPIs of having 20 Members nationally delivering Coach Education Level 1 courses and 10 Members delivering level 2 courses by 2024.

In 2023, we delivered all the education activities planned:

DATE	COURSE	LOCATION	PARTICIPANTS	OUTCOME
26-30 April	BWF/BEC Coach Education Level 1	Oviedo, Spain	14 (4 female, 10 male) 6 Members	All participants passed
11-14 May	BWF/BEC Tutor Education Level 1	Haarlem, Netherlands	9 (2 female, 7 male) 4 Members	All participants passed
7-11 June	BWF/BEC TRU workshop + Shuttle Time conference	Prague, Czech Republic	24 tutors - Tutors' workshop 17 participants - Shuttle Time	—
10-17 July	BWF/BEC Coach Education Level 2	Caldas de Rainha, Portugal	23 (7 female, 16 male) 15 Members	13 participants passed
11-17 September	BWF/BEC Fast track Level 1+Level 2	Pecs, Hungary	13 (7 female, 16 male) 12 Members	11 participants passed L1+L2 2 participants only passed L1
7-12 November	BWF/BEC Coach Education Level 3	Centre of Excellence, Holbæk, Denmark	13 (2 female, 11 male) 9 Members	The deadline to submit the final assignment is 29/02/2024

It was the first time that BWF, in close cooperation with BEC, hosted a Tutors upskilling and refresher workshop in Europe; digging deeper into the different tools and delivery methods when it comes to the BWF coaching education programme. It also helped to share the main issues and concerns that our Members are facing when it comes to the delivery and implementation in their different setups.

The KPI of delivering the Coach Education Level 1 and 2 courses every year was achieved. The Coach Education Level 3 course was delivered as an official course for the second time in a row in Europe (in 2018 the course was delivered as a pilot course).

It is highly appreciated that Members see a benefit in hosting these activities, and are therefore interested in doing so. Thanks to Badminton Spain, Badminton Netherlands, Czech Badminton Federation, Hungarian Badminton Association and Federação Portuguesa de Badminton for hosting our Coach and Tutor Education activities in 2023.

World Academy of Sport (WAoS) Administrators course

The World Academy of Sport (WAoS) Administrators course was delivered on 5-6 October in Glasgow, Scotland, simultaneously with the WAoS Event management course. 12 participants attended the Administrator course (5 female and 7 male) & 14 participants attended the Events course (8 female and 7 male).

23 Members have participated in the WAoS Administrators course delivered, meaning that the KPI of 38 Member participation by the end of 2024 has yet not been achieved.





HIGH PERFORMANCE

HIGH PERFORMANCE



HIGH PERFORMANCE

2023 was an interesting year with the World Championships held in Copenhagen, Denmark. Europe was once again the only continent able to challenge Asia for the places at the podium.

HIGH PERFORMANCE

Carolina Marin (Spain) won the silver medal in Women´s single and Kim Astrup/Anders Skaarup Rasmussen (Denmark) won a silver medal in Men's doubles. Anders Antonsen (Denmark) reached the semi-finals and got a bronze medal.

Medals for Europe at World Championships	2021	2022	2023
Gold	0	1	0
Silver	0	0	2
Bronze	2	1	1

The first ever European Para Games were held in Rotterdam, Netherlands. In total 18 Members achieved medals. Top countries were France, Great Britain, Turkey, Germany and Switzerland. The 2024 Para World Championships will be held in Pattaya, Thailand.

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 2021, 2022 and 2023 annual surveys.

Development Level	KPI by end of 2024	Status 2021	Status 2022	Status 2023
Developed	Minimum 46	43	41	41
Established	Minimum 33	25	22	22
Advanced	Minimum 10	6	6	6

The 2023 numbers demonstrate that we are broadly repeating the 2022 status, and therefore remain behind the desired KPIs. The Members managed to move one up in the advanced level. The High-Performance questions in the annual survey are based on the performance of the players, it is therefore important to take into account the growing competition from the Asian countries. We can see a better collaboration between the European nations which hopefully results in better sparring and results for the European players. The World Class Junior camp which was delivered during the summer is one of BEC´s strategies to help the players and our Members.

World Class project

17 of Europe´s top talents went to Malaysia from 22 July – 5 August to train with National team of Malaysia for a two-week training camp. The camp in Malaysia is part of the World Class Junior programme, where selected players are invited to training camps in Europe and Asia. The 9 female and 8 male players coming from 10 different Members were selected based on their performance in 2022 European Junior Championship. The players were accompanied by two European top coaches: Anu Nieminen (Finland) and Jose Antonio Crespo (Spain), who worked with the players on their High-Performance mindset on and off court, developing their game and dealing with and adapting to the Asian culture.

The World Class Elite Scholarship is another part of the World Class project. The scholarships were applied for by Europe´s top players, who have the potential to win medals at World Championships and/or Olympic Games. After a comprehensive assessment process of the received application, World Class Elite Scholarships were given to Isabell Lohau (Germany) and Gabriela Stoeva/Stefani Stoeva (Bulgaria).





RSL BEC Centre of Excellence

RSL

2023 was yet another busy year with nearly 200 players and coaches visiting the RSL BEC CoE and making use of the facilities. The year ended with 19 permanent players (13 male and 5 female) and 2 semi-permanent players (1 male and 1 female). The KPI of having 16 permanent players was achieved.

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 in another edition of the BWF Coach Education Level 3 course.



The RSL BEC CoE hired a new assistant coach, Vytaute Fomkinaute, from Lithuania who started in her role in September 2023.

The RSL BEC CoE strategy was updated in 2022 with a focus on the European top level players and the younger segment of players from 16 to 20 years. Two training camps for boys and girls were organised in February and July 2023. Thanks to this initiative more players were able to take advantage of the great setup and be exposed to an international coaching environment.

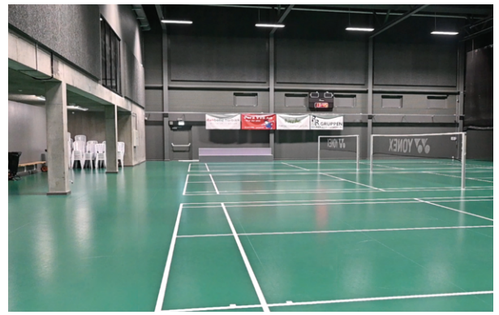
Many players also use the RSL BEC CoE for training periods lasting from a week to months. They do so to secure sparring against a variation of players of equal or higher standard, which they struggle to receive in their daily training setup, but also to get inspired by being part of the international High-Performance environment at the RSL BEC CoE.

The physiotherapists Mikkel Huus and Christina Krogshede and the masseur Annette Mikkelsen decided to end their engagement with the RSL BEC CoE in February 2023. We thank Mikkel, Christina and Annette for a constructive and positive cooperation and years of dedicated work for the RSL BEC CoE. Søren Gravholt (former Danish national player and educated as a Sport physiotherapist) was engaged to replace the previous physio team in a hybrid role and in a part time position, where he had the responsibility of physio treatment and strength training and strongly connecting this work to badminton training in the hall. The new role showed promise but unfortunately Søren had to leave his position after 7 month. The physio treatment of the players is now being handled on consultant basis. The KPI of strengthening the training setup at the CoE can be considered to be partly achieved. An interesting position has been developed and defined and showed great promise. However a new person needs to be identified to take this role on.

Holbæk Sportsbyen and the Holbæk Sportsfoundation are providing the excellent facilities for training and accommodation. We thank them for the great cooperation in 2023.

Also, thanks to the RSL BEC CoE coaching team (Dennis Christensen, Jeroen Van Dijk and Vytaute Fomkinaute) for their commitment to the RSL BEC CoE and their daily work for improving the players throughout the year. In September 2023 Dennis Christensen was promoted as RSL BEC CoE head coach due to Jeroen Van Dijk accepting the role as Development & High Performance Manager at the BEC Office. Vytaute Fomkinaute joined the RSL BEC CoE coaching team to assist Dennis with daily training.





BEC Certificated Training Centres (CTC)

10 training environments across Europe are certified as BEC Certificated Training Centres.



The KPI of having an annual meeting between the BEC Certified Training Centres was not achieved in 2023.

Major events Representation and the European Talent database

General Secretary, Brian Agerbak, was present during both the European Mixed team Championships held in Aire-sur-la-Lys, France and the European Games held in Tarnów, Poland. Deputy General Secretary, Jimmy Andersen, was present at the U17 European Championships held in Vilnius, Lithuania, to have a closer look at the upcoming talents. The KPI of BEC representation in 2023 was achieved.

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

Acknowledgements

First, I would like to thank Emma Zwiebler for her many years of support for BEC and our Members. Emma chose to retire in August 2023 as board member and as chair of the Development committee due to a change in her working life. She has done a tremendous job as Chair of the Development committee since its beginning in 2021, and we have very big shoes to fill in her absence. I would like to wish her all the best in her new position.

Thanks to our Development partner: RSL, for th great cooperation and providing us with top quality equipment for our Development activities. I would also like to thank the Development Committee Members for the good discussions resulting in us moving towards our KPI´s in our Strategic Implementation plan 2021-2024 for the Development area.

Thanks to the Development & High-Performance Team consisting of Mari Carmen Casermeiro Gámez, Tommi Saksa, Jeroen van Dijk and Jacob Oehlenschlaeger for their hard work throughout the year. I would also like to thank Justine Cammal, who decided to leave Badminton Europe in March 2023 to look for new challenges, for her work the last years.



2.6 ORDER PAPER ITEM

> The Events Committee has built a concept around increased fan engagement and local interest for specific matches – and we look forward seeing it materialize first time at the 2024 European Championships in Germany.



RENNA UNT

Chair of the Events Committee

BADMINTON EUROPE

In 2023 we were fully back to normal, away from cancellations caused by the pandemic. Fans were back again in high numbers, allowed to fill the venues and cheer for their favourite players, creating an exciting atmosphere at our events. We saw own events packed with great presentations and performances, and we were yet again part of European Games where badminton showcased a great show to the Olympic movement in Poland. 2023 was indeed a good event-year for Badminton Europe.

The Events Committee held two physical and one virtual 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 Events Committee over a period of years evaluated the European Club Championships. Many discussions were held about the topic but given the decreased number of participating teams and higher ranked players, alongside failed initiatives in making it possible for Members to enter more teams and teams to bring players not already affiliated to the club, it was decided to discontinue the event after the 2023-edition. It was not an easy decision to make, but with the consideration of ever trying to improve quality and presentation of our events, it was seen as a necessary move. Instead, the focus is to improve the remaining events and to include the European Para Badminton Championships into the BEC Events programme.

An updated grading system of the BEC U17 Circuit was developed and approved, and from 2024 onwards, the U17 Circuit tournaments are now graded differently from each other – similar to how it is known from the Elite Circuit and the Junior Circuit. A new seeding system was furthermore developed and approved for the European U15 Championships, and this will be taken into use for the first time in 2024.

Through close cooperation with the Entertainment Commission over some years, the Events Committee has built a concept around increased fan engagement and local interest in specific matches – and we look forward to seeing it materialize first time at the 2024 European Championships in Germany.

First initiatives towards an increased digitalization of tournament, organization were made, and it is with great enthusiasm as we look towards 2024 where this will be a key project for the Events department. The tool is foreseen to become a big help and asset to tournament organizers, on all levels, and we look forward to working on this project towards helping, and together with, our Members.

According to the Members' annual survey in reference to the KPIs in the Events part of the Strategic Implementation Plan, 46 (87%) of our Members reached the developed status in events. 21 (40%) of the Members achieved the established status, while 6 (11%) of our 53 Members fall under the advanced category. Our goal is to reach 50 (94%) developed, 32 (60%) established and 16 (30%) advanced Members in events by the end of 2024. Of course, the Covid-19 pandemic did cause the numbers to go down over a couple of years at the beginning of the current Strategic Plan cycle, but we are ever confident that we can support our Members to get back and higher in their events grading in the upcoming years, also beyond the current cycle.







MAJOR EVENTS

Events in 2023

The first event of the year was the European Mixed Team Championships which were played in the northern French city of Aire-sur-la-Lys. The local crowd made an intense and loud atmosphere, supporting their local heroes to almost create an upset in the final against Denmark. Thom Gicquel played a tremendous final, winning both the mixed doubles and the men's doubles, but it was Christo Popov's heroic fight against the World's best Viktor Axelsen which was the match everyone talked about. In the end, Axelsen came back from being a game and 17-10 down, to win the match, and at the end Denmark reclaimed the title with a 3-2 win. England and Germany both managed to reach the semi-finals and were therefore both awarded with bronze medals in Aire-sur-la-Lys.

The 2023-edition of the European Club Championships became historical. The event in Oviedo (Spain) became the last edition of the traditional event , seeing Italian team Matex Marabadminton become the last champions of the event which debuted in 1978. Matex Marabadminton beat the local team of Recreativo IES La Orden 3-1 in the final, with Andreas Søndergaard, the 2023-leading men's doubles player of the BEC Circuit as a leading figure. Despite a heroic fight from the local team, led by Spanish star Pablo Abian, they had to settle for second place after the Italian winner. Bronze medals were won by CB Rinconada (Spain) and Port of Baku SC (Azerbaijan) both reaching the semi-finals. Port of Baku SC was the first medal the country in a European Championship. BEC would like to pay tribute to the many teams, organisers and players through the history of the European Club Championships – thank you all for playing a vital part in this piece of European badminton history.

Europe's biggest U17 talents met from 4 to 12 August in the Lithuanian capital of Vilnius. It was the first time a European badminton Major Event took place in Lithuania and the Lithuanian Badminton Federation staged a very well-organized event for all the players, officials, parents, spectators and partners. In the team event Denmark clinched the title and the gold medals by defeating Türkiye in the final, while bronze went to Ukraine and Czech Republic. In the individual events France and Ukraine each won two titles with Denmark taking the last title. Anastasiia Alymova from Ukraine became the most successful player of the event, winning gold both in women's singles and women's doubles. Altogether players from 11 different countries were represented on the podium, France being the most successful of them with 5 medals, including 2 gold.

Badminton Europe would like to thank the French Badminton Federation, the Spanish Badminton Federation, the Lithuanian Badminton Federation and also the Polish Badminton Association for successfully hosting BEC Major Events and Multisport Events in 2023. Thank you all for a good cooperation.

Badminton made its third appearance at the European Games 2023 when the event took place from 26 June to 2 July in Krakow and Malopolska region in Poland. Despite being just one of three sports played in the city of Tarnow, badminton played, and plays, a vital part in the European Games – and it is important to state that badminton is a core sport of the European Games, and it is a very important aim for BEC to remain such. The European Games plays an important part in the Olympic Qualification for the European players, and it is safe to say that the European Olympic movement is pleased with the cooperation and presentation of badminton at the Games.

All the European stars participated in Tarnow, and the sports presentation and the sports performances were at th highest level.

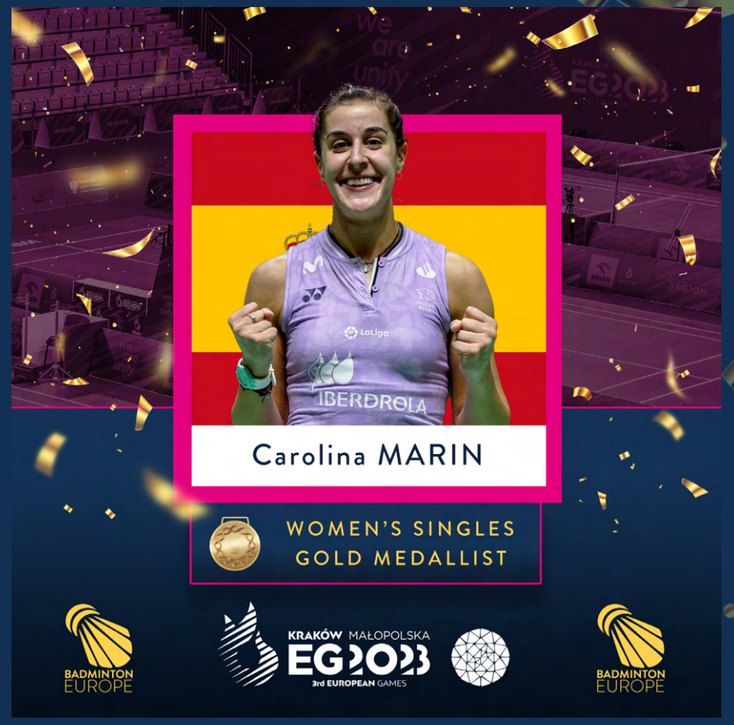


EUROPEAN GAMES 2023 GOLD MEDALLISTS

European super stars Carolina Marin and Viktor Axelsen each managed to secure one of the only titles they were yet to win – while Bulgarian sisters Gabriela Stoeva/ Stefani Stoeva, Denmark's men's doubles stars Kim Astrup/ Anders Skaarup Rasmussen and Dutch mixed doubles surprise Selena Piek/ Robin Tabeling also secured a gold medal for their countries.

See all the winners on the next pages


Viktor AXELSEN
MEN'S SINGLES
GOLD MEDALLIST
BADMINTON EUROPE
KRAKÓW MAŁOPOLSKA EG2023 3rd EUROPEAN GAMES
BADMINTON EUROPE


Carolina MARIN
WOMEN'S SINGLES
GOLD MEDALLIST
BADMINTON EUROPE
KRAKÓW MAŁOPOLSKA EG2023 3rd EUROPEAN GAMES
BADMINTON EUROPE


Anders Skaarup RASMUSSEN /
Kim ASTRUP
MEN'S DOUBLES
GOLD MEDALLISTS
BADMINTON EUROPE
KRAKÓW MAŁOPOLSKA EG2023 3rd EUROPEAN GAMES
BADMINTON EUROPE


Stefani STOEVA /
Gabriela STOEVA
WOMEN'S DOUBLES
GOLD MEDALLISTS
BADMINTON EUROPE
KRAKÓW MAŁOPOLSKA EG2023 3rd EUROPEAN GAMES
BADMINTON EUROPE


Selena PIEK /
Robin TABELING
MIXED DOUBLES
GOLD MEDALLISTS
BADMINTON EUROPE
KRAKÓW MAŁOPOLSKA EG2023 3rd EUROPEAN GAMES
BADMINTON EUROPE

The year ended with the Qualification Stage of the 2024 European Men's & Women's Team Championships, which were played at 8 different locations across Europe: England, the Netherlands, Bulgaria, France, Germany, Azerbaijan, Czech Republic and Spain. A massive job was done by all hosts to successfully conduct and showcase the first ever qualification stage towards the European Men's & Women's 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 European Universities Badminton Championships might not officially be on Badminton Europe's events program, but it is an important event in the European calendar with Badminton Europe's involvement in assigning a Technical Delegates and other important officials, overseeing the organization of the prestigious event. The biannual event was held in the Hungarian city of Miskolc from 14-19 July, also being used as a test event ahead of the 2024 European Universities Games (in Miskolc and Debrecen) where badminton is also part.

Universities from all over the continent took part in the festive event in July, and in the team event it was the University of Nottingham who was crowned champions after beating fellow compatriots from the University of Warwick in the final. In the individual events, it was also the University of Nottingham who were the most successful with four gold medals. Only in women's singles another university broke the British dominance when Ukrainian international Mariia Stoliarenko, representing the Université de Strasbourg (FRA), clinched the gold.







2023 EUROPEAN CHAMPIONSHIPS MEDALLISTS

CHAMPIONSHIP	EVENT	GOLD	SILVER	BRONZE	
EUROPEAN MIXED TEAM CHAMPIONSHIPS		DENMARK	FRANCE	ENGLAND	GERMANY
EUROPEAN GAMES	MS	Viktor AXELSEN (DEN)	Christo POPOV (FRA)	Toma Junior POPOV (FRA)	Misha ZILBERMAN (ISR)
	WS	Carolina MARIN (ESP)	Mia BLICHFELDT (DEN)	Kirsty GILMOUR (GBR)	Jenjira STADELMANN (SUI)
	MD	Kim ASTRUP/Anders Skaarup RASMUSSEN (DEN)	Ben LANE/Sean VENDY (GBR)	Alexander DUNN/ Adam HALL (GBR)	Christo POPOV/Toma Junior POPOV (FRA)
	WD	Gabriela STOEVA/ Stefani STOEVA (BUL)	Debora JILLE/ Cheryl SEINEN (NED)	Linda EFLER/ Isabel LOHAU (GER)	Margot LAMBERT/ Anne TRAN (FRA)
	XD	Robin TABELING/ Selena PIEK (NED)	Thom GICQUEL/ Delphine DELRUE (FRA)	Mathias CHRISTIANSEN/ Alexandra BØJE (DEN)	Marcus ELLIS/ Lauren SMITH (GBR)
EUROPEAN CLUB CHAMPIONSHIPS		Matex Marabadminton (ITA)	Recreativo IES La Orden (ESP)	Port of Baku (AZE)	CB Rinconada - Sevilla (ESP)
EUROPEAN U17 TEAM CHAMPIONSHIPS		DENMARK	TÜRKIYE	CZECH REPUBLIC	UKRAINE
EUROPEAN U17 CHAMPIONSHIPS	MS	Salomon Adam THOMASEN (DEN)	Tiago BERENGUER (POR)	Arthur CHARDAIN (FRA)	Ivan TSAREGOROTSEV (UKR)
	WS	Anastasiia ALYMOVA (UKR)	Katharina NILGES (GER)	Saffron MORRIS (WAL)	Flora WANG (NED)
	MD	Timeo LAVOUR/ Arsene SERRE (FRA)	Mikolaj MORAWSKI/Krzysztof PODKOWINSKI (POL)	Jens ANDERSSON/Jesper Østergaard CHRISTENSEN (DEN)	Ewan Goulin/ Swann Hardi (FRA)
	WD	Raiia ALMALALHA/ Anastasiia ALYMOVA (UKR)	Caroline MOURITSEN/ Nicoline TANG (DEN)	Gaelle FUX/ Anic METZGER (SUI)	Adele FILLONNEAU/ Eulalie SERRE (FRA)
	XD	Ewan GOULIN/ Agathe CUEVAS (FRA)	Jesper Østergaard CHRISTENSEN/ Caroline MOURITSEN (DEN)	Gokay GOL/ Nisa Nur CIMEN (TUR)	Luca-Stefan PANDELE/ Denisa-Maria MUSCALU(ROU)

The following allocations of European Championships were made in 2023

2023 European Club Championships – Oviedo (Spain)
2024 European Men's & Women's Team Championships – Lodz (Poland)
2024 European Championships – Saarbrücken (Germany)
2024 European U15 Championships – Suwalki (Poland)
2024 European Junior Championships – (Spain)
2025 European U17 Championships – (Spain)
2026 European Championships – (Spain)
2026 European Senior Championships – (Spain)
2027 European Mixed Team Championships – (Spain)
2028 European Championships – (Spain)
2028 European Senior Championships – (Spain)

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 one online meeting in 2023 but remained in close contact throughout the year.

After several years influenced by the global pandemic, it was finally back to normal for the many good and dedicated technical officials all over Europe, as the well-established tournament programme was back.

- 25 umpires participated in a national umpire workshop and appraisal

o 10 during the VICTOR Swedish Open 2023
o 10 during the Scottish Open 2023
o 5 during the IBERDROLA Spanish International 2023

- 10 umpires were assessed towards the BEC Accredited level during the Portuguese International 2023 (9 pass / 1 fail)

- 9 umpires were assessed towards the BEC Certificated level during the Arctic Open 2023 (8 pass / 1 fail)

- 5 BEC Certificated umpires were appraised during the 2023 European Mixed Team Championships

- 8 BEC Accredited umpires were appraised during the Irish International 2023

A BWF Umpire assessments took place during the Singapore Open 2023, where both 2 European candidates passed their assessment.

4 BEC Continental referee assessments were organized, during the Portuguese International 2023, the Lithuanian International 2023, the Bulgarian International 2023 and the Dutch Open 2023. 2 of the 4 candidates passed their assessment.

Four editions of the National Umpire Education Programme – Level 2 took place in 2023:

- Bulgarian Junior Open Championships 2023: 3 countries from region 4 (Bulgaria, Kosovo and North Macedonia) participated.

- U19 Irish Junior Open 2023: 2 countries from region 4 (England and Ireland) participated as well as Croatia and Israel who accepted an open invitation to join, given their cancellations on prior activities in own regions.

- RSL Lithuanian Junior 2023: 2 countries from region 1 (Latvia and Lithuania) participated as well as Azerbaijan who accepted an open invitation to join, given their cancellation on prior activities in own region.

- YONEX Estonian Junior 2023: 3 countries from region 6 (Estonia, Finland and Norway) participated.

The National Umpire Education Programme is replaced from 2024 onwards by International Umpire Workshops, where members of the BEC Umpire Assessment Panel will conduct workshops alongside Circuit tournaments.

Since the beginning of the National Umpire Education Programme back in 2018, the activity has seen 10 activities held across the 7 regions in Europe. In total 36 Members have benefitted from the programme across the two levels of education.

Following the assessments during the year and the year-end retirements, the total number of BEC Technical Officials at the end of 2023 is: 23 BEC Continental referees, 54 BEC Certificated umpires and 87 BEC Accredited umpires.

New BWF Umpires	David Evans (ENG) Alexander Olennikov (SRB)
New BEC Certificated Umpires	Miriam Herbst (AUT) Bjarne Jørgensen (DEN) Lizzy James (ENG) Sebastien Couval (FRA) Petra Schoenborn (GER) Zivile Simonaityte (LTU) Håkon Haukebøe (NOR) Uladzimir Darashevich (UKR)
New BEC Certificated Umpires	Michael Stehr (DEN) Poul Bøgebjerg (DEN) Maria de las Nieves Brao Martinez (ESP) Stephane Jossé (FRA) Bernd-Christian Hoelscher (GER) Richard Toth (HUN) Iancu Daniel Badau (ROU) Marija Hinic (SRB) Viktoriia Motorna (UKR)
New BEC Continental Referees	Eva Havlova (CZE) Ross Blyth (ENG)



CIRCUITS

Although some cancellations still occurred, in total 88 tournaments were played, compared to 86 in 2022. Circuit events were organized by 30 Members. France and Poland were the only Members who organized 6 Circuits tournaments in 2023 meaning two tournaments on each Circuit.

In 2023, 29 Elite Circuit tournaments were organized by 25 Members. A total of 9 International Challenges, 10 International Series and 10 Future Series took place. Out of those 29 tournaments, 23 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 304 players participating in each tournament.

The highest participation numbers were seen at the I FEEL Slovenia YONEX Open 2023, where a record number of 566 unique players entered. Concerning the highest number of entries the winner is YONEX Bonn International 2023 with 563 entries and 506 players. Most attractive tournament for players outside of Europe was the Austrian Open with 23 non-European Members, and also marked the record of highest number of Members attending altogether 55 Members.

The BEC Circuit rankings are kept updated after each tournament throughout the year, and at the end of 2023, it is time to look back and make a status of who were the best players in the five categories for the past 52 weeks.

In men's singles Collins Valentine Filimon (Austria) ended the year on top on the ranking list. Kristin Kuuba (Estonia) was first in the ranking in women's singles with one tournament title. Andreas Søndergaard / Jesper Toft (Denmark) ensured their lead in men's doubles with one tournament win and Bengisu Ercetin / Nazlican Inci (Türkiye) placed on top in the women's doubles ranking with four amazing tournament wins. In mixed doubles the most successful pair on the BEC Elite Circuit was Danish duo Mads Vestergaard / Christine Busch also with four tournament wins in 2023.

In the BEC Junior Circuit, junior players competed at 28 BEC Junior Circuit events that were organized by 22 Members. The record number of players in 2023 was 312 and entries 401 both at the YONEX German Junior 2023.

In the BEC Junior Circuit ranking in 2023 Adith Karthikeyan Priya (Netherlands) finished the year as number one in men's singles and Gianna Stiglich (Italy) as number one in women's singles both with two tournament wins. In men's doubles a German pair David Eckerlin / Simon Krax and women's doubles KateřIna Osladilova (Czech) all secured the first place with two tournament titles. In mixed doubles the first ranked were Croatian pair Jelena Buchberger / Roco Pipunić.

The BEC U17 Circuit also saw a growth in the number of tournaments organized compared to the year before. 31 tournaments were hosted (28 in 2022) by 21 Members. The average number of players entered in a tournament was 136 and the tournament with most entries (420) and players (245) was VICTOR JOT U17.

In the BEC U17 Circuit ranking, players from Ukraine were at the top in four events. In women's singles Maria Koriagina, men's doubles Yegor Romaniuk with three tournament titles, and women's doubles Anastasiia Alymova / Raiia Almalalha winners of the European U17 Championships. In mixed doubles Vladyslav Kunin (Ukraine) with three tournament wins and German player Aurelia Wulandoko both ended the year at the top. Tiago Berenguer from Portugal ranked first in men's singles with two tournament wins and second place at European U17 Championships.

CONCLUSION

After years where Covid-19 had a big influence on competitive badminton, in 2023 we could finally confirm that we are fully back to normal with a full and busy tournament calendar all over Europe. We had 88 Circuit tournaments, which is 2 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 2023, your dedication and efforts are greatly appreciated. I want to thank the members of the Events Committee for their good cooperation. I would like to thank Sven Serré for his active involvement and leadership of the Technical Officials Committee as well as the appointed committee members and dedicated assessment panel members.

At the end, I would like to thank Matthieu and Tamara, who both left the organization in 2023 to seek new challenges, for their hard and dedicated work through a number of years. Your contribution and professionalism have always been highly valued, and you can surely be proud of what you contributed with during your time with BEC. I am very thankful to the new office team, namely to Kathy-Karmen and Niklas who both joined us in 2023. Both have been off to a good start alongside the rest of the Events team, Rafal and Jimmy. Together we are building a new and strong team, and I look forward to our continued cooperation. Lastly, a big thank you to Brian for his vital part in putting together a new team and for his support throughout the year.

2.7 ORDER PAPER ITEM

> BEC Rules have been carefully updated to ensure effective governance.



ANDREJ POHAR

Chair of the Governance Committee

BADMINTON EUROPE

UPDATING THE GOVERNANCE FRAMEWORK

Throughout 2023, the Governance Committee has been instrumental in supporting the organization across various fronts. Some of the key initiatives undertaken are outlined below.

At the outset of the year, significant attention was directed towards the impending elections scheduled for April 2023, notably the Presidential election contested between Sven Serré and João Matos. The committee meticulously reviewed the BWF Code of Conduct pertaining to elections, assessing its adequacy in ensuring a fair electoral process. Recognizing the need for clarity and fairness, the Governance Committee assumed the responsibility of not only ensuring a fair process but also overseeing the practical implementation of the election procedures. Subsequently, efforts were initiated towards formulating the BEC Code of Conduct for elections.

Under the new leadership, a comprehensive evaluation of the existing operational structure was conducted, focusing particularly on the outcomes generated by the commissions. While several commendable projects had emerged from commission activities, upon thorough consideration, it was determined that the current commission format would be discontinued. Instead, the emphasis would shift towards establishing specialized working groups tailored to address specific issues as they arise.

Additionally, a meeting package and procedure were finalized for introducing newly elected Directors into the role. This was in place and implemented following the Board elections at the Annual Delegates' Meeting in Baku.

In alignment with Danish legislation and to keep pace with prevailing compensation standards, the annual compensation, enabled as non-taxable contribution, for the Board of Directors was revised from 600 euros to 800 euros for the year 2023.

Throughout the year, the declared 'not in Good Standing' status of the National Badminton Federation of Russia and the Belarusian Badminton Federation was upheld. Additionally, the Montenegro Badminton Association was declared 'not in Good Standing' due to dormancy over a prolonged period. In response to the experiences gained in legal proceedings, BEC Rules have been carefully updated to ensure effective governance.

BEC collaborated closely with BWF in developing Participation Regulations for Players and Support Personnel with a Russian/ Belarusian Passport, in accordance with IOC recommendations. BEC raised several concerns and maintained a critical stance regarding the feasibility of such participation, thus advocating for stringent requirements. While these efforts culminated in the adoption of the document, it's noteworthy that no Russian or Belarusian players have yet been permitted to participate as a result.

Regrettably, withdrawals from the European Women's Team Championships by two Member associations post-draw necessitated disciplinary actions in accordance with our Disciplinary and Dispute Resolution Regulations. Both cases were resolved amicably in the end, with fines largely allocated towards compensating the host for the adverse financial impact incurred.

Two other disciplinary procedures, one concerning a sanctioned tournament cancellation, and the other involving the falsification of results at the highest Tournament Officials' level, have also concluded with appropriate penalties being declared and executed.

Procedural documents, including the BEC Meeting Procedures and BEC Operational Guidelines, underwent several minor updates during the year. Moreover, the efficacy of the BEC Conflict Register and risk management protocols, both recurring agenda items, was affirmed by the Board of Directors. Recognizing the evolving landscape, the Board identified the imperative for a comprehensive review of the BEC Governance, culminating in the formation of a task force to oversee this process. This initiative will also encompass the finalization of the BEC Sustainability Strategy, extending into 2024.

Aligned with principles of good governance, all critical newly signed contracts related to events and other BEC commercial activities underwent thorough review, ensuring successful execution of BEC initiatives. Furthermore, assistance has been provided to certain Members in proposing new initiatives at the BWF level.

ACKNOWLEDGEMENTS

I extend my sincere gratitude to my colleagues on the Governance Committee, namely Sven Serré, Rémon Verbeek, João Matos, Viktoria Tsvetanova, Jean-Marc Serfaty, as well as Brian Agerbak and Kai Schäfer (as Ex-officio), for their unwavering commitment and invaluable contributions throughout the year. Special thanks are also due to Brian Agerbak and Jimmy Andersen for their steadfast support of the Governance Committee's endeavours. Lastly, I extend my appreciation to all Members for their dedication to upholding governance standards within their respective territories and for their initiatives aimed at strengthening BWF relations.



2.8 ORDER PAPER ITEM

> We were pleased with the cooperation with BWF to bring the framework, for neutral athletes from Russia and Belarus, to a level where we were comfortable with the setup.



RICHARD VAUGHAN

Chair of the International Committee

INTERNATIONAL COMMITTEE REPORT

BADMINTON EUROPE

In 2023 I took over the International Committee following the election as BWF Vice-President of Europe at the BEC Annual Delegates' Meeting in Baku. I would like to thank Joao Matos for his contribution to the international work of Badminton Europe holding this position in the previous cycle.

It has been an eventful year, and I will take you through the most important items in this report. A major discussion point was the framework to allow players from Russia and Belarus to participate in badminton events as neutral athletes. From our perspective the initial framework required to be tightened in a number of key areas for instance in terms of anti-doping, which athletes could apply and also around the costs. We were pleased with the cooperation with BWF to bring the framework, for neutral athletes from Russia and Belarus, to a level where we were comfortable with the setup. In connection with this it is worth to highlight that BWF finally followed our lead and declared the National Badminton Federation of Russia not in good standing.

Badminton Europe seconded a proposal from the Spanish Badminton Federation which would build on the continental quotas for BWF Council positions for these to be elected by the electorate where they belonged to. We also felt that it made more sense that European members would decide which Europeans would be elected on to the BWF Council whereas with the current system we are the mercy of votes from other Confederations. This point of view was not shared by BWF, and the motion was withdrawn from the BWF AGM order papers. We continued the dialogue with BWF, and some elements of the proposal were accepted by BWF for possible inclusion at the 2024 BWF AGM.

The European Games were successfully held in the Krakow-Malopolska region of Poland. The badminton event was played in the city of Tarnów and was an outstanding success for the sport. The best European players of Europe came out to play to compete for Olympic medals. During the European Games we had the opportunity to strengthen relations with key people from EOC. We were pleased that the EOC President, Spyros Capralos came to watch the finals and that the EOC Sports Director, Peter Brüll visited on a few occasions. During and following the European Games we are discussing badmintons inclusion both in the 2027 European Games in Istanbul and the 2025 European Youth Olympic Festival in

We continued to nurture good relations with the Special Olympics with our President and General Secretary visiting the World Games in Berlin in June 2023. Similarly, our relations with EPC attending the European Para Championships and their General Assembly. Also, the European University Championships in Miskolc, Hungary we were represented. We also enjoy that these organisations visit us at our Congress which shows dedication to the partnership from all parties.

I was pleased with the open house at the Badminton Europe Office in August 2023 which was well represented not least by BWF Council Members and staff. It is my intention to strengthen the cooperation between Badminton Europe and BWF and the more, we can meet and exchange views, to reach mutual understanding, the better.

The 2025 BWF Elections are coming closer. In fact, they are already here which I felt immediately when I took over as BWF Vice-President. Besides the elections there are some key projects that are being discussed in BWF that will have a direct impact on Badminton Europe. The scoring system is again being discussed by BWF with a change normally being supported by a majority of European members. We also understand that Thomas & Uber Cup formats may change from 5 to 3 matches and other tournament related element that is being tested are a clock for continuous play and automized service fault calling. It will be interesting to follow development here in the near future.

We are looking towards and exciting future for our sport and we will continue to position ourselves in a way where we can influence in a positive manner. I would like to thank the members of the International Committee and the staff that are supporting the work of the Committee.



03

FINANCIAL REPORT & STRATEGIC PLAN

Annual Financial Report 2023 / Page 70
Auditor's Report / Page 80
Budget 2024 and Forecast 2025 & 2026 / Page 82
Strategic Plan 2025 - 2028 / Page 84



ANNUAL FINANCIAL REPORT 2023

TABLE OF CONTENTS

Statement by the Badminton Europe Board of Directors / Page 72
Management review / Page 73
Income & Expenditure Accounts 1.1. - 31.12.2023 / Page 74
Notes / Page 75
Balance Sheet / Page 78
Accounting policies / Page 79



STATEMENT BY THE BOARD OF DIRECTORS

The Badminton Europe Board of Directors has discussed and approved the Financial Report of Badminton Europe for 2023.

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 2023 and of the results of the organization's operations for the financial year 1 January - 31 December 2023.

We recommend that the Financial Report be approved at the Annual Delegates' Meeting on 25 May 2024.

Badminton Europe:

Brian Agerbak
General Secretary

Board of Directors:

Sven Serré
President

Rémon Verbeek
Director of Finance

Andrey Antropov
Vice-President

João Matos
Vice-President

Kai Schäfer
Athletes' Commission Chair

Andrej Pohar
Director

Robbert de Kock
Director

Jean-Marc Serfaty
Director

Peter Emptage
Director

Radomir Jovović
Director

Viktoria Tsvetanova
Director

Richard Vaughan
Director

Renna Unt
Director

MANAGEMENT REVIEW

Information about the Confederation:
Badminton Europe Confederation
Brøndbytoften 14
2605 Brøndby
Webpage: www.badmintoneurope.com

Board of Directors:

President:	Sven Serré
Director of Finance:	Rémon Verbeek
Vice-President:	João Matos
Vice-President:	Andrey Antropov
Director:	Andrej Pohar
Director:	Viktoria Tsvetanova
Director:	Jean-Marc Serfaty
Director:	Peter Emptage
Director:	Radomir Jovović
Director:	Richard Vaughan
Director:	Renna Unt
Director:	Robbert de Kock
Chair of Athletes' Commission:	Kai Schäfer

Auditor:
Grant Thornton
Kim Kjellberg

Bank:
Danske Bank
Jyske Bank
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 2.755.114 EUR (2022: 2.616.725 EUR) of which 1.088.348 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. BWF grants are received in US Dollars.

The total income was slightly higher than budgeted mainly because of additional sponsorship and coverage of tournaments.

The total expenditures were lower than budgeted mainly because of activities being postponed to 2024 (under which the development of the new website and tournament management) and less costs in high performance.

After some years of no or even negative interest rates we additionally also received 51.124 EUR bank interest in 2023.

This resulted in a surplus of 320.460 EUR (2022: 159.676 EUR surplus) for the financial year 2023.

The balance sheet shows net assets of 3.420.331 EUR (2022: 3.099.871 EUR), of which 3.133.113 EUR (2022: 2.872.572 EUR) is held in cash.

The financial budget 2024 and forecast 2025-2026:
The Board of Directors expects a deficit in 2024 of 105.000 EUR mainly because of the investment in the development of the website and tournament management system.

We are working towards a balanced operating result in 2026. Taking into account the expectation that we will also receive some bank interest the forecast for 2025 predicts a balanced total result while the forecast for 2026 predicts a surplus of 30.000 EUR.

Events occurred after the 31 December 2023:
In the period from 1 January 2024 to the date of issue of the report, there has not been any transactions, which would influence the Financial Report.

INCOME AND EXPENDITURE ACCOUNT

For the year ended 31 December 2023

			€	
INCOME		NOTE	2023	2022
	Administration Fee BEC		**60.902**	61.112
	Subscriptions BWF (90%)		**68.483**	79.402
	BWF CC Development Funding	1	**1.088.348**	1.068.892
	Entry Fees		**113.047**	219.097
	Sanction Fees		**65.840**	74.679
	Withdrawal Fees BEC		**20.209**	31.657
	Rights and Sponsorships		**1.031.910**	767.464
	EU Funding		**120.000**	145.616
	Sales		**41.983**	48.623
	BEC COE		**110.495**	112.397
	Miscellaneous Income		**33.897**	7.786
INCOME TOTAL			**2.755.114**	2.616.725
EXPENDITURE		NOTE	2023	2022
	Development	2	903.171	966.610
	Governance	3	1.638	7.937
	Events	4	234.404	353.266
	Business	5	225.508	214.610
	International	6	16.721	11.858
	Administration	7	1.111.649	1.001.593
EXPENDITURE TOTAL			**2.493.091**	2.555.874
	OPERATING SURPLUS		**262.023**	60.851
	Bank Interest		51.124	-7.627
	Exchange Rate Fluctuation		7.313	106.452
			58.437	98.825
SURPLUS FOR THE YEAR			**320.460**	159.676

NOTES

(Forming part of the financial statements)

Grants of 1.182.028 USD were received from BWF for development activities.

NOTE 1	BWF FUNDING	RECEIVED 2023	RECEIVED 2022
	BWF Base Level Grant	422.469	402.350
	BWF Programme	180.628	180.629
	Para badminton	64.000	37.000
	CCHR Grant	266.791	272.915
	Player Development Grant	94.000	94.000
	Marketing & Communications Grant	20.000	20.000
	Shuttle Time	0	104.000
	Tournament Development Grant	30.000	30.000
	Technical Officials Grant	3.640	6.000
	Referee Development	6.000	6.000
	Umpire Development	6.000	6.000
	National Technical Officials Grant	25.000	20.000
	Events Grant	63.500	0
BWF Grants		**$1.182.028**	**$1.178.894**
		€1.088.348	**€1.068.892**

The BWF Grants amounts to 40 % 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 Auditor as part of the audit process.

		€	
NOTE 2	DEVELOPMENT	2023	2022
	Equipment Support	5.461	199.392
	Development Projects	164.590	124.079
	Coach Education	152.316	148.304
	Training Centres/Scholarships/World Class	449.381	386.798
	MA Support	77.168	86.333
	Para badminton	53.130	14.486
	Meetings	1.125	7.218
		903.171	**966.610**

NOTE 3	GOVERNANCE	€ 2023	€ 2022
	Board and Staff Education	525	5.652
	Meetings	1.113	2.285
		1.638	**7.937**

NOTE 4	EVENTS	€ 2023	€ 2022
	European Championships	105.845	175.865
	Events Equipment, Medals	18.776	25.101
	Travel Grants	2.700	0
	Technical Official's Education,Cclothing	43.655	67.685
	Circuit Equipment	26.509	47.250
	Observers and Referees	36.025	37.125
	Meetings	894	240
		234.404	**353.266**

NOTE 5	BUSINESS	€ 2023	€ 2022
	PR/TV Activities	58.790	38.354
	Live score/Streaming	145.735	157.121
	Manager App	974	0
	Sponsor Servicing	9.304	8.922
	TV Placement Deals	8.000	2.000
	Promotional Material	1.229	6.100
	Meetings	1.476	2.113
		225.508	**214.610**

NOTE 6	INTERNATIONAL	€ 2023	€ 2022
	Meetings	16.721	11.858
		16.721	**11.858**

NOTE 7	ADMINISTRATION	€ 2023	€ 2022
	Meetings	82.404	46.771
	Annual Delegates' Meeting and Gala dinner	20.041	39.344
	Travel and Accommodation	39.454	38.418
	Office Expenses	30.668	18.806
	Salaries	867.838	789.414
	Accounting	410	470
	Legal Expenses	3.342	27.543
	Audit Expenses	5.250	4.368
	Postage and Stationary	14.123	12.619
	Depreciation	3.557	3.028
	Provisions Bad Debt	11.042	-1.706
	Bad Debtors	310	1.050
	Miscellaneous Administration	31.264	19.445
	Bank Interest and Charges	1.946	2.023
		1.111.649	**1.001.593**



BALANCE SHEET

At 31 December		€			
		2023			2022
FIXED ASSETS	Property			410.000	410.000
	Office equipment			8.300	7.065
CURRENT ASSETS	Equipment stock		26.760		12.165
	Demands	227.226			
	Provisions of bad debts	-11.359	215.867		2.070
	Cash in bank or hand		3.133.113		2.872.572
			3.375.740		2.886.807
CURRENT LIABILITIES	Accruals, provisions and deferred income	200.344			
	Items for other periods	173.365			
			373.709		204.001
	Net current assets			3.002.031	2.682.806
	Net Assets			3.420.331	3.099.871
RESERVES	As of 1st of January		3.099.871		2.940.195
	Surplus for year		320.460		159.676
				3.420.331	3.099.871



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 costs. Write-down is made for bad debt losses based on an individual assessment of receivables.

Prepayments:

Prepayments comprise costs incurred concerning subsequent financial years.

Liabilities:

Liabilities are measured at net realisable value.

Foreign currencies:

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

INDEPENDENT AUDITOR'S REPORT

To the Board of Badminton Europe

Opinion:

We have audited the financial statements of Badminton Europe for the financial year 1 January - 31 December 2023, 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 2023, and of the results of the Confederations' operations for the financial year 1 January - 31 December 2023 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 2024 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, 24/05/2024

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

State Authorised Public Accountant
mne29452

Grant Thornton

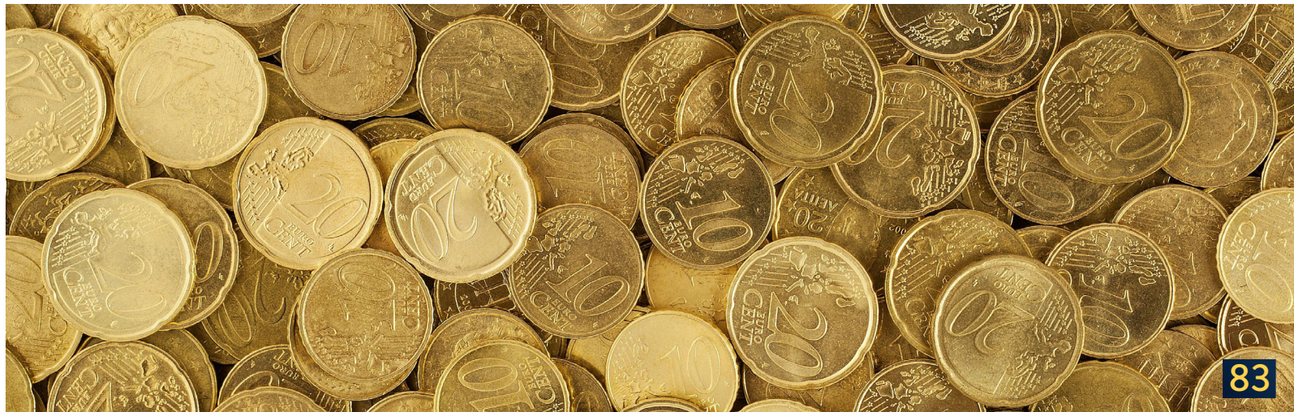
BUDGET 2024 AND FORECASTS 2025 AND 2026

ORDER PAPER ITEM 4

	€					
INCOME	Actual 2022	Budget 2023	Actual 2023	Budget 2024	Forecast 2025	Forecast 2026
Administration Fee BEC	61.112	61.100	60.902	**61.000**	61.000	61.000
Subscriptions BWF (90%)	79.402	89.300	68.483	**80.000**	80.000	80.000
BWF CC Development Funding	1.068.892	1.024.600	1.088.348	**1.062.700**	1.075.000	1.100.000
Entry Fees	219.097	118.200	113.047	**218.000**	115.000	220.000
Sanction Fees	74.679	70.700	65.840	**71.000**	75.000	75.000
Withdrawal Fees BEC	31.657	15.000	20.209	**15.000**	15.000	15.000
EU Funding	145.616	120.000	120.000	**142.000**	138.000	120.000
Rights and Sponsorships	767.464	978.700	1.031.910	**1.071.300**	1.220.000	1.300.000
Sales & Services	48.623	40.200	41.983	**80.000**	120.000	120.000
BEC COE	112.397	105.600	110.495	**105.000**	105.000	105.000
Miscellaneous Income	7.786	25.000	33.897	**20.000**	20.000	20.000
INCOME TOTAL	2.616.725	2.648.400	2.755.114	**2.926.000**	3.024.000	3.216.000

EXPENDITURE	Actual 2022	Budget 2023	Actual 2023	Budget 2024	Forecast 2025	Forecast 2026
Education	167.812	70.500	140.502	**95.000**	95.000	95.000
High Performance	394.614	542.600	449.380	**545.000**	548.000	557.000
Participation	323.471	240.500	191.644	**238.500**	258.000	250.000
MA Support	59.009	77.100	67.389	**83.500**	84.000	84.000
Para badminton	14.486	54.800	53.130	**46.000**	46.000	46.000
Meetings	7.218	10.400	1.125	**1.000**	5.000	5.000
DEVELOPMENT	966.610	995.900	903.171	**1.009.000**	1.036.000	1.037.000
Communication	48.534	138.800	66.406	**171.500**	171.500	171.500
Commercial	163.963	158.700	157.625	**249.000**	249.000	249.000
Meetings	2.113	4.200	1.476	**1.000**	3.000	3.000
BUSINESS	214.610	301.700	225.508	**421.500**	423.500	423.500
Major Events	200.966	160.400	124.620	**261.000**	170.000	261.000
Technical Officials	67.685	55.300	36.919	**38.500**	38.500	38.500
Circuits	84.375	94.800	71.969	**58.500**	58.500	58.500
Meetings	240	1.100	894	**1.000**	3.000	3.000
EVENTS	353.266	311.600	234.404	**359.000**	270.000	361.000
INTERNATIONAL	11.858	11.700	16.721	**18.500**	18.500	18.500
GOVERNANCE	7.937	15.200	1.638	**11.000**	11.000	11.000
Board of Directors	29.633	39.400	33.660	**46.500**	46.500	46.500
Staff	798.976	864.000	867.837	**987.000**	1.035.000	1.090.000
Office	51.339	82.400	84.606	**91.000**	91.000	91.000
Professional Expenses	31.911	11.000	9.002	**11.000**	11.000	11.000
Financials	4.395	14.000	16.856	**20.500**	20.500	20.500
Meetings	85.339	93.900	99.688	**106.000**	106.000	106.000
ADMINISTRATION	1.001.593	1.119.900	1.111.649	**1.262.000**	1.310.000	1.365.000
EXPENDITURE TOTAL	2.555.874	2.740.800	2.493.091	**3.081.000**	3.069.000	3.216.000
OPERATING SURPLUS	60.851	-92.400	262.023	**-155.000**	-45.000	0
Bank Interest	-7.627	0	51.124	**50.000**	45.000	30.000
Exchange Rate Gain	106.452	0	7.313	**0**	0	0
	98.825	0	58.437	**50.000**	45.000	30.000
RESULT FOR THE YEAR	159.676	-92.400	320.460	**-105.000**	0	30.000

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



STRATEGIC PLAN 2025 - 2028

CLICK HERE



04

BOARD ELECTIONS & NOTICE OF ANNUAL DELEGATES' MEETING

Board Elections / Page 88
Notice of Annual Delegate's Meeting / Page 100





Portuguese Badminton Federation proposes the election of

HORÁCIO **BENTO DE GOUVEIA**

Election of a VICE-PRESIDENT for the period 2024-2028

Date of Birth:

19 May 1959

Languages:

Portuguese, English, French, Spanish

Skills and Values:

- Management
- Interpersonal communication
- Leadership capacity
- Teamwork
- Administrative law
- Regulatory compliance

Badminton Experience and Involvement

- 2012 – Present: President of the Portuguese Badminton Federation, Caldas da Rainha, Portugal
- 2008 – 2012: President
- 1993 – 2008: Founder and President of the Madeira Badminton Association, Funchal, Madeira, Portugal

Other Experience and Qualifications

- Experienced lawyer, with solid knowledge of law and sports, with more than 30 years of legal practice.
- Knowledgeable about the complexities of the legal and sporting system.
- Participation and collaboration in Newspapers.
- Author of novels.
- Columnist for Jornal da Madeira and Diário de Notícias da Madeira, covering sports, literary and political topics.
- Speaker at several lectures, seminars and forums.



Badminton Association of Slovenia proposes the election of

ANDREJ POHAR

Election of a VICE-PRESIDENT for the period 2024-2028

Date of Birth:

18 July 1974

Languages:

Slovenian, English, Serbian, Croatian, French, German

Skills and Values:

- Attorney at Law with more than 15 years of experience representing clients in courts and arbitration.
- Extensive involvement in badminton spanning from a young age, transitioning from a professional player to an official and representative.
- Broad experience in sports, ranging from local club to national and international levels.
- Expertise in good governance, dispute resolution, and problem-solving.
- Energetic approach rooted in persuasive argument and extensive experience.
- Dedicated to fostering trust, promoting teamwork, and upholding ethical standards.
- Drawing on referential power, I strive to lead with integrity and expertise, protecting Badminton Europe autonomy and commit to cooperation with Badminton World Federation.

Badminton Experience and Involvement

As an official:

- Chair of Badminton Europe Governance Committee (2021 – Present)
- Member of Badminton Europe Board of Directors (April 2017 – Present)
- Member of Badminton Europe Council in various Director roles (April 2007 – April 2012)
- Member of BWF Appeals Panel (2013 – 2017)
- President of Badminton Association of Slovenia (March 2010 – May 2018)
- Vice-President of Badminton Association of Slovenia (January 2006 – March 2010)
- Member of Council of Badminton Association of Slovenia (1998 – 2002)
- Involved in International Badminton Players' Federation (1998 – 2004), elected as IBPF representative for Europe (2001)
- Team Manager for Slovenia at all major BWF (IBF) and BEC (EBU) events, including World Championships, European Championships, and at the Olympic Games (1998 – 2006)
- Delegate at several BEC (EBU) and BWF (IBF) annual meetings (1998 – 2019)

As a player:

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

As a coach:

- Coached players of various levels, from youngsters to top athletes in Slovenia (1996 – 2009)
- Coaching experience at Sydney Olympics (2000)

Other Experience and Qualifications

- Bachelor of Laws (University of Ljubljana, Slovenia, 1999)
- Member of Slovenian Bar Association (2008 – Present)
- Partner at Law Firm Čeferin and Partners (June 2018 – Present)
- Manager of branch Maribor at Law Firm Čeferin and Partners (May 2010 – Present)
- Head Lawyer at a stock company with 200 employees (July 2006 – January 2008)
- Slovenian national coach certificate (2004 – Present)



Badminton Wales proposes the election of

Kelly ASTON

Election of 2 DIRECTORS for the period 2024-2028

Date of Birth:

22 May 1975

Languages:

English

Skills and Values:

I have had a diverse career path that has provided me with a wealth of experience, a robust work ethic, being adaptable to changing circumstances and a reliability and willingness to learn at every opportunity. As a former elite athlete, I have developed a number of personal/professional attributes, discipline, passion, drive, focus, to perform within a team and as an individual under pressure.

- Interpersonal skills for effective communication and collaboration with Board members, executives, operational teams and stakeholders.
- A leader and team player who recognises the skills, qualities and value each member of the team can bring to a project
- A people person able to adapt style to get the most from others
- Committed to delivering work to the highest standard and a self-starter
- Strong communication skills in verbal and written formats

Many years after hanging my rackets up, I am still committed to the Sport I love and have the privilege to be leading an incredibly dedicated and committed TEAM at Badminton Wales.

Badminton Experience and Involvement

Badminton Experience

- Former world number 5 Women's Singles
- European Silver and Bronze medalist
- Commonwealth Gold medalist
- 3x Olympian
- Level 2 Badminton Coach

Badminton Wales

- CEO (2019 - Present)
- Audit & Risk Sub-Committee
- Governance & Policy Sub-Committee
- Facilities Sub-Committee
- GB Board Director
- Chaired – Return to Court Welsh Indoor Sports Group following Global Pandemic
- GB Performance Technical Advisory Group
- Head of Operations (2017-2019)

Other Experience and Qualifications

- BSc Sport and Physical Education
- Diploma for the Children and Young People's Workforce



French Badminton Federation proposes the election of

Sylvain BENAÏN

Election of 2 DIRECTORS for the period 2024-2028

Date of Birth:

07 February 1977

Languages:

French, English, Spanish

Skills and Values:

- Education
- Management
- Public service
- Leading projects

Badminton Experience and Involvement

- 2020 - Present: Vice President – French Badminton Federation (FFBaD)
- 2014 - 2020: Vice President – Centre Val-de-Loire Badminton League
- 1993 - Present: Badminton amateur player in competitions

Other Experience and Qualifications

- 2024 - Present: Project manager – City of Tours (France)
- 2008 - 2023: Head of Schools Departement – City of Tours (France)

BADMINTON EUROPE



Badminton Association of Serbia proposes the election of

Radomir JOVOVIĆ

Election of 2 DIRECTORS for the period 2024-2028

Date of Birth:

15 December 1979

Languages:

Serbian, English, Croatian, Bosnian, Bulgarian

Skills and Values:

- Leadership
- Creativity
- Teamwork
- Integrity
- Responsibility
- Dependability

Badminton Experience and Involvement

- Badminton Association of Serbia (since 2004): President of the Executive Board
- Badminton Europe (since 2013): member of BEC Commissions (Development Working Group, Member Structures / Member Support, Circuit, Sport for All), Member Support Commission Chair, International Committee & Events Committee Member, BEC Director
- European Junior Championships Belgrade 2022: President of the Organizing Committee
- BEC Board of Directors & Commissions Meeting Belgrade 2022: Host
- Serbian U17 & Youth International (since 2013): President of the Organizing Committee
- European University Sports Association (2021-2023): Technical Delegate for Badminton
- European Universities Games Lodz 2022 (Poland) – Badminton Tournament, European Universities Badminton Championship Miskolc 2023 (Hungary): Event management
- Badminton Association of Belgrade (2003-2017): Secretary General
- Badminton Club Belgrade (2000 – 2017): President of the Executive Board
- Balkan Badminton Association (since 2013): Vice-President
- Active Competition and Coaching Carrier (1995 – 2013): multiple national champion, international competitior
- Participation at international activities (since 1996): IBF, BWF, EBU, BEC competition events, annual meetings, forums, workshops, courses, camps, conferences, FISU Summer Universiades, FISU annual meetings, assemblies, EUSA conventions, congresses, SportAccord summit etc.

Other Experience and Qualifications

- Summer Universiade Belgrade 2009 (2006-2010): Deputy Sports Director, International Affairs and Relations Manager
- Sports Association of Belgrade (2010-2011): Deputy Secretary General
- Economeast Media Group (2010): business development and conference management
- World University Championships – Taekwondo, Flatwater Canoeing, Rowing (2008): Competition Director
- Olympic Games Beijing (2008): NOC observer
- Summer Universiade Bangkok (2007): FISU staff
- Rowing Club Partizan (2004-2007): marketing, PR and event management
- International Olympic Academy (2003): NOC representative
- 25 years of experience in sports management, project and event management expertise
- Entrepreneur

Education

- Graduated in Sports Management Science (2004)
- Graduated in Coaching and Sports Science (2002)

BADMINTON EUROPE



Polish Badminton Association proposes the election of

Michał LANGER

Election of 2 DIRECTORS for the period 2024-2028

Date of Birth:

06 October 1978

Languages:

Polish, English

Skills and Values:

- Training and cooperation with various entities in the preparation of complex organizational and operational projects
- Developing a concept for the preparation, organization and implementation of sports, cultural and investment events
- Preparation of the required documentation for the needs of the Local Administration, the Ministry of State Assets and the Ministry of Culture, National Heritage and Sport, European Sports Federations, European Federations of Olympic Committees, Polish Olympic Committees.
- Creating assumptions and organizational goals for the Organizational Team
- Cooperation with the State and Local Administration in the development of investment requirements
- Development of the total event budget and investments.
- Developing an organizational structure for the event

Badminton Experience and Involvement

Polish Badminton Association

- 2023 - Present: Director of Extraleague
  Aiming to build the brand's value through collaboration with sponsors and partners, securing funds from local administration, and working with Extraleague and 1st League Badminton clubs. He is jointly responsible for preparing and executing major events conducted by the Polish Badminton Association and is the originator and co-creator of a project for cooperation between the Czech, Slovak, Hungarian and Polish Badminton Federations in player training and referee collaboration, with a primary focus on reactivating the European Badminton League.
- 2019 - 2021: Secretary General

Other Experience and Qualifications

- 2020 - 2023: Vice-President/Operational Director, European Games 2023 Krakow, Malopolska
  Since 2020, as the Leader of the Expert Team, he developed the operational plan, organization concept and budget for the 2023 European Games. In 2021, he founded a company dedicated to the comprehensive organization of the European Games Krakow Małopolska 2023, initially serving as the Company President, later as Vice President, and Operational Director. He defined tasks for 13 operational projects, including sports operations, facility operations, safety, volunteering, hospitality, transportation and logistics, accreditation, ticketing, promotion and marketing, TV production and media services. The European Games Krakow Małopolska 2023 were the largest sports event in Europe in 2023 and in the entire history of Polish sport, featuring competitions in 29 disciplines, across 13 cities and 26 venues.
- 2017 - 2018: Project Manager for Polish Championships, Polish Cup, Short Track World Cup, Polish Speed Skating Association
- 2017: Project Leader od Host City Operations, Men's Volleyball Club World Cup 2017
  Development for the 3 Host Cities of a unified concept combining different projects to organize the Tournament. Main projects: Tournament transport, Hospitality, Volunteering, Public safety.
- 2016: Project Leader, AMP Euro 2020
  He co-conceived and co-authored the application document for hosting the European Amputee Football Championships 2020 in Krakow. As a member of the expert team, he contributed to the analysis of the preparation and execution possibilities of the 2036 Winter Olympic Games in Poland in cooperation with Germany and the Czech Republic.
- 2014 - 2017: **UEFA Euro U21 Poland Host Cities Project Manager 2017,** Polish Football Aassociation / UEFA,
  He served as the Head of City Operations (6 cities), coordinating, preparing, and executing transportation projects, accommodation, VIP services, logistic event support, volunteering, and associated events such as Group Draw, Trophy Handover, 1Y2GO and other promotional activities in direct collaboration with UEFA.
  Project Manager of the Europa League Final 2015 in Warsaw.
  Development of a concept combining different projects to organize the event: public & tournament transport, logistic, promotion, marketing, volunteering, public safety, administration & legal services
- 2014: Olympic Organizational Committee Krakow 2022
  Member of the Expert Team responsible for developing transport and logistics solutions for the application document of the 2022 Winter Olympic Games in Krakow.
- 2010 - 2012: Tournament Transport and Airport Operations Manager, UEFA / Euro 2012 Poland
- 2006 - 2010: Business Development Manager, Art Logistics LTD
- 2005 - 2006: Sales Department Coordinator, Certo LTD

NOTICE OF ANNUAL DELEGATES' MEETING



Notice is hereby given that the 57th Annual Delegates' Meeting of Badminton Europe Confederation will be held on Saturday, 25th May 2024 at 10.00 CEST in Budapest, Hungary.

1. PRELIMINARY BUSINESS

1.1. 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. The President's Review - Page 14

2.2. The General Secretary's Report - Page 18

2.3. Report Chair of Athletes' Commission - Page 22

2.4. Report Chair of Business Committee - Page 24

2.5. Report Chair of Development Committee - Page 28

2.6. Report Chair of Events Committee - Page 50

2.7. Report Chair of Governance Committee - Page 62

2.8. Report Chair of International Committee - Page 66

3. CONSIDER AND APPROVE AUDITED ACCOUNTS 2023 - page 74

3.1. Income & Expenditure Accounts 2023 with comparison to Income & Expenditure Accounts 2022 - Page 74

3.2. Balance Sheet per 31 December 2023 - Page 78

3.3. Auditor's Report 2023 - Page 80

4. TO APPROVE THE BUDGET FOR 2024 AND TO CONSIDER THE FINANCIAL FORECASTS 2025 & 2026 - Page 82

5. TO CONSIDER THE STRATEGIC PLAN - Page 84 and Annexure A

6. PROPOSALS

Proposal 1

6.1. BEC Financial Regulations – Annexure B

The Board of Directors proposes a change in the BEC Financial Regulations to introduce participation fees for European Championships which will see an increase from current entry fees which mainly will be provided to the organisers.

Rationale

The rationale for this proposal is to financially support organisers of various European Championships. The participation fee model was successfully introduced for the European Senior Championships and had resulted in increased interest in organising the event. The Board of Directors in making this proposal has considered that the fee has not been adjusted for many years.

If supported, the proposal would take effect 1st September 2024.

Proposal 2

6.2. To adapt changes to the BEC Rules 10.2 K, 15.1, 19.1, 19.2, 29.1 and 29.3

The BEC Board of Directors proposes changes to paragraphs 10.2 K, 15.1, 19.1, 19.2, 29.1 and 29.3 in the BEC rules.

Please refer to Annexure C for the exact wording.

Rationale

Historically, BEC has operated with three Vice-Presidents, later reducing to two in recent years. However, recent events involving a Vice-President from Russia, who has not participated in any meetings since 2022, highlight the need for a reassessment of the current structure. The BEC Board of Directors therefore acknowledges that the current size of the Board may not be fully optimised and is actively pursuing initiatives to streamline its operations. The proposal therefore suggests reducing the number of Vice-Presidents from two to one. Due to the fact that elected positions are defined by 4-year terms, the proposed changes shall take effect on the day of the next Annual Delegates' Meeting, effectively aligning the reduction in the size of the Board with the end of the term.

Additionally, the proposal simplifies and unifies the language used across BEC Rules to ensure consistency, improve understanding, and provide greater flexibility in addressing various situations.

If supported, the proposal shall take effect on the day of the next Annual Delegates' Meeting.

Proposal 3

6.3. To adapt changes to the BEC Rules 19.1

The BEC Board of Directors proposes changes to paragraph 19.1 in the BEC rules.

Please refer to Annexure C for the exact wording.

Rationale

Traditionally, BEC has structured its operations with Directors assigned to specific fields. However, in recent years, as the number of Committees has decreased and several Directors have taken on other important tasks not always directly related to Committees, thus optimising their overall performance, this suggests that maintaining a large number of Directors may no longer be as essential. The BEC Board of Directors therefore acknowledges that the current size of the Board may not be fully optimised and is actively pursuing initiatives to streamline its operations. The proposal therefore suggests reducing the number of Directors from nine to eight. Due to the fact that elected positions are defined by 4-year terms, the proposed changes shall take effect on the day of the next Annual Delegates' Meeting, effectively aligning the reduction in the size of the Board with the end of the term.

If supported, the proposal shall take effect on the day of the next Annual Delegates' Meeting.

Proposal 4

6.4. To adapt changes to the BEC Rules 22.1 G and H

The BEC Board of Directors proposes changes to paragraphs 22.1 G and H in the BEC rules.

Please refer to Annexure C for the exact wording.

Rationale

Changing the strategic approach, it is no longer necessary to explicitly refer to Commission Chairs in the Rules as this is also not a Rules material and the existing regulations on this are too detailed. The reference to Commissions and the definition thereof remains as a possible option but is expanded with possible other expert groups (e.g. working groups).

Proposal 5

6.5. To adapt changes to the BEC Rules 32.1

The BEC Board of Directors proposes changes to paragraph 32.1 in the BEC rules.

Please refer to Annexure C for the exact wording.

Rationale

The current wording provides for the possibility to impose penalties for breach of regulations or decisions but omits the possibility to impose penalties for breaches of contractual obligations and mutual agreements, so this is added in order to help enforce contracts or other agreements between covered persons and BEC. A reference to legal persons (bodies) is also added.

7. TO DETERMINE THE FEES FOR 2025

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 CVs of the candidates can be found from page 88 onwards.

8.1. Election of a VICE-PRESIDENT for the period 2024-2028

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

Portuguese Badminton Federation proposes the election of
Horácio BENTO DE GOUVEIA

Badminton Association of Slovenia proposes the election of
Andrej POHAR

8.2. Election of 2 DIRECTORS for the period 2024-2028

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

Badminton Wales proposes the election of
Kelly ASTON

French Badminton Federation proposes the election of
Sylvain BENAÏN

Badminton Association of Serbia proposes the re-election of
Radomir JOVOVIĆ

Polish Badminton Association proposes the election of
Michał LANGER

9. APPOINTMENT OF AN AUDITOR FOR THE YEAR 2024

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

10. BWF MATTERS

10.1. Report from BWF Annual General Meeting held in Chengdu, China on Saturday, 27th April 2024

11. ANY OTHER COMPETENT BUSINESS

For the Board of Directors,

Brian Agerbak
General Secretary
3th May 2024



BADMINTON EUROPE





ABOUT THIS YEAR IN BADMINTON

The comprehensive Badminton Europe Confederation (BEC) Annual Report captures the highlights of this year in badminton, offering valuable insights and analysis. It showcases the sport's growth, player commitment, and the proactive measures taken by Badminton Europe to foster talent. The report also explores key initiatives, partnerships, and the upcoming Congress where members will gather to discuss the future of both the sport and the organization, ensuring its continued development.

LOOKING FORWARD TO 2024



#EMWTC24 ŁÓDŹ, POLAND



#EC24 SAARBRÜCKEN, GERMANY