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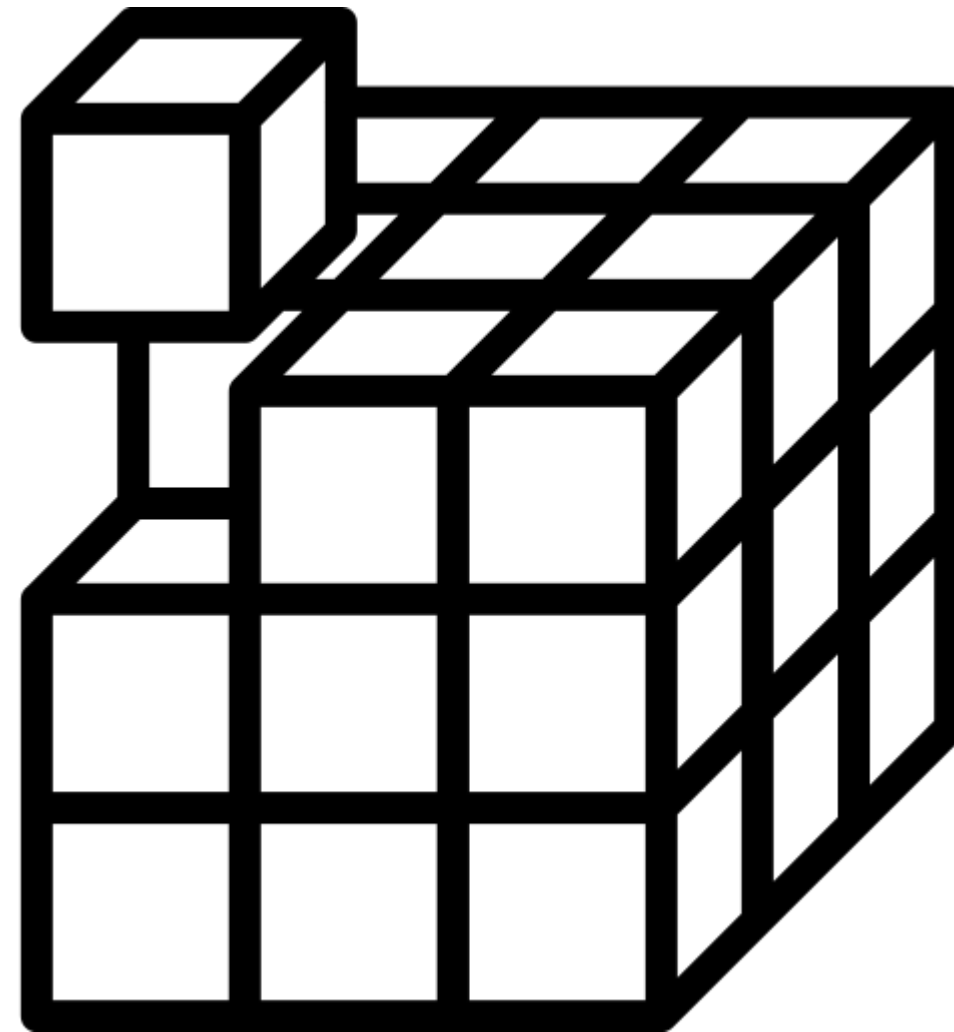
CHAPTER 1

STRUCTURE

INSIDE THIS CHAPTER

In this chapter, we outline the foundational framework that supports Badminton Europe's operations and strategic initiatives in 2024. We introduce the Board of Directors, whose leadership guides our vision; the European BWF Council Members, who represent our region on the global stage; the dedicated Office Staff, who manage our day-to-day functions; and the various Committees and Working Groups, whose specialized focus drives key projects and decisions. Together, these elements form the backbone of our organization, fostering growth and excellence in European badminton.

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BEC BOARD OF DIRECTORS



Sven Serré
President



Rémon Verbeek
Director of Finance



Sylvain Benaïm
Director



Jean-Marc Serfaty
Director



Kai Schäfer
Chair of Athletes' Commission



Radomir Jovović
Director



Renna Unt
Director



Andrej Pohar
Vice-President



Peter Emptage
Director



Viktoria Tsvetanova
Director



Richard Vaughan
European BWF Vice-President



Andrey Antropov
Vice-President



Robbert de Kock
Director



Richard Vaughan
European BWF Vice-President

Former Board of Directors Members

Vice-President: João Matos (Until May 2024)
Director: Andrej Pohar (Until May 2024)

EUROPEAN BWF COUNCIL MEMBERS



Poul-Erik Høyer
President



Richard Vaughan
Vice-President Europe



David Cabello
Chair of Development & Sport For All Committee



Paul Kurzo
Vice-President Para Badminton



Nora Perry
Chair of Awards Commission



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



Richard Perot
Chair of Para Badminton Athletes' Commission



Sven Serré
Vice-chair Events Committee



Ella Diehl
Member



Étienne Thobois
Chair of Marketing Committee



Charlotte Dew-Hattens
Member



OFFICE STAFF

Department	Staff Member	Title
Administration	Brian Agerbak	General Secretary
	Pernille Karholt	Executive Assistant
	Andreja Turk	Finance & Administration Manager
Events	Niklas Pedersen	Events Manager
	Cecilie List Jensen	Events Officer
	Birgit Bijleveld	Events Officer
	Rafał Glinicki	Events & IT Officer
Communication	Anders Hansen	Communication Manager
	Sara González Martínez	Communication Officer
	Lukas Datan Actor	Communication Officer
	Przemek Szymański	Graphics Designer
Development	Jacob Oehlenschlaeger	Development & HP Senior Manager
	Jeroen van Dijk	Development & High Performance Manager
	Jonathan Søgaard	Development & HP Senior Officer
	Tommi Saksa	Development & High Performance Officer
Centre of Excellence	Dennis Christensen	Head Coach
	Mikkel Mikkelsen	Coach

Former Staff

Communication Manager: Tine Gade (Until June 2024)
Development & High Performance Officer: Maria del Carmen Casermeiro Gámez (Until October 2024)
CoE Coach: Vytautė Fomkinaitė (Until August 2024)
Events Officer: Kathy Karmen Kale (Until October 2024)
Deputy General Secretary: Jimmy Andersen (Until May 2024)



COMMITTEES AND WORKING GROUPS 2024

Business Committee	Development Committee	Events Committee
Robbert de Kock	Viktoria Tsvetanova	Renna Unt
Andrej Pohar	Radomir Jovović	Radomir Jovović
Renna Unt	Peter Emptage	Jean-Marc Serfaty
Richard Vaughan	Jean-Marc Serfaty	Peter Emptage
Viktoria Tsvetanova	Sylvain Benaïm	Sylvain Benaïm

Governance Committee	International Committee
Andrej Pohar	Richard Vaughan
Jean-Marc Serfaty	Robbert de Kock
Viktoria Tsvetanova	Radomir Jovović
Sven Serré	Andrej Pohar
Rémon Verbeek	Peter Emptage
Brian Agerbak	Sylvain Benaïm

Technical Officials (sub committee)
Sven Serré
Iris Metspalu
Kai Schäfer
Julien Nys

Athletes' Commission
Kai Schäfer
Agnes Korosi
Richard Perot

History Working Group	High Performance Working Group
João Matos	Viktoria Tsvetanova
Torsten Berg	Anu Nieminen
Gisela Hoffmann	Werner Augsburg
Derek Batchelor	Sebastian Brueckner
	Jon Austin
	Petr Martinec

Ex-officio members of committees

Sven Serré
Rémon Verbeek
Kai Schäfer
Brian Agerbak

CHAPTER 2

REPORTS

INSIDE THIS CHAPTER

This chapter offers a comprehensive overview of badminton's key developments in 2024, covering strategic progress, financial performance, player representation, event highlights, governance improvements, and international collaborations. It reflects on significant achievements across various areas of the sport, including efforts to enhance athlete support, expand grassroots development, and strengthen badminton's global presence. The reports also outline future goals and initiatives aimed at ensuring continued growth, innovation, and success in the years to come.

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2.1 ORDER PAPER ITEM



“

As we look ahead to 2025, I am filled with optimism. The foundation we have laid through our collective efforts is strong and with the continued support of our members, our partners and our stakeholders, I am confident that we will reach even greater heights in the coming years.

SVEN SERRÉ
BEC President

”

PRESIDENT'S REVIEW

Dear Members,
Dear Badminton friends,

I am pleased to address you for the second time as President of Badminton Europe and take this opportunity to reflect on the past year. 2024 has been a period of continued growth, exciting initiatives and significant milestones for badminton in Europe. We have remained steadfast in our commitment to the goals outlined in the strategic plan we embarked on developing in 2023 and I am deeply grateful for the collaboration, dedication and passion of our members, partners and stakeholders who have contributed and are still contributing to making this vision a reality. Together, we have worked to strengthen the foundation of European badminton while looking ahead to a bright future for our sport.

The first Board meeting of 2024 was held alongside the European Men's & Women's Team Championships in Łódź, Poland. This initiative reflects our intent to be more present at our key events, engage directly with our

members and immerse ourselves in the sport at all levels. The Championships themselves were a fantastic showcase of talent, passion and competition, reinforcing the importance of team events in fostering national pride and unity within European badminton. I would like to extend my gratitude to the Polish Badminton Association for their exemplary efforts in hosting us and delivering a great championship.

European Championships

One of the standout events of the year was the European Championships, held in Saarbrücken, Germany. This prestigious tournament once again highlighted the depth of talent within European badminton, with breathtaking performances that captivated audiences both in the stadium and through our ever - expanding digital platforms. The level of competition was truly remarkable and I would like to extend my heartfelt congratulations to all the athletes who competed with such determination and skill. A special thanks to the German Badminton Association and the 1. BC Saarbrücken - Bischmisheim club for their impeccable organization and hospitality in delivering a world - class event.



2024 BEC Congress

The 2024 Congress was held in Budapest, Hungary, bringing together key stakeholders from across the continent to discuss the future of European badminton. This was a good opportunity to reflect on our progress, exchange ideas and strengthen the bonds within our badminton family. A key milestone was the formal adoption of our new Strategic Plan, which will serve as our guiding blueprint for the coming years. The BEC Gala Awards Evening also introduced a new format, making the event less formal and more focused on celebrating achievements in an engaging and dynamic way. We gathered valuable feedback from attendees and will refine the format further to enhance future editions. My sincere congratulations go out to all award winners and my deepest appreciation to the Hungarian Badminton Association for their warm hospitality and outstanding organization.

University Badminton Partnership

During the summer, I had the privilege of visiting the European University Games in Debrecen, Hungary and in autumn to be in Vienna, Austria to celebrate their 25 years jubilee. Our longstanding partnership with the European University Sports Association (EUSA) is one that I deeply cherish, as university badminton plays a vital role in bridging the gap between youth and elite - level sport. We remain committed to strengthening our cooperation with EUSA, particularly in the development and promotion of badminton within their competition framework.

2024 Olympic and Paralympic Games

The 2024 Olympic Games in Paris were undoubtedly one of the year’s most thrilling highlights for European badminton. It was inspiring to witness our athletes competing on the world’s greatest sporting stage, showcasing incredible talent, resilience and determination. I was deeply saddened by Carolina Marin's unfortunate injury, which deprived her of the opportunity to claim another Olympic gold medal - an achievement that seemed well within her reach given her dedication and form.



At the same time, I was overjoyed to see Viktor Axelsen rise once more to the top of the podium, solidifying his status as one of the greatest of our sport. Congratulations to all the European players who proudly represented their nations at the Paris Olympics and demonstrated the strength of badminton on our continent.



European Senior Championships

My attention was divided between the Paralympic Games in Paris and the European Senior Championships in Heusden - Zolder, Belgium. Both events were a testament to the diversity and inclusivity of badminton, showcasing talent across generations and abilities. The European Senior Championships saw a record - breaking number of participants, with close to 1,600 players competing on 16 courts. Meanwhile, the Paralympic Games were a resounding success from a European perspective, with our players securing an impressive total of eight medals. Seeing these athletes excel, filled me with pride and reinforced our responsibility to continue fostering an inclusive badminton community at all levels.



Strategic Partnerships and Key Milestones

As part of our strategic objectives, we have also strengthened our relationships with key organizations, including the European Olympic Committees (EOC) and the Badminton World Federation (BWF). Discussions with the EOC regarding badminton’s inclusion in the European Youth Olympic Festival have progressed significantly, with the sport officially included in the 2025 edition, to be held in Skopje, North Macedonia. This is a major step forward in ensuring badminton’s long - term place in this prestigious multi - sport event. With BWF, 2 initiatives can be underlined. First the BEC – BWF strategy meetings in Mechelen, Belgium to foster mutual comprehension and secondly the proposal of BEC to bring together the leadership of the Continental Confederations and the BWF leadership in Kuala Lumpur, Malaysia in September to align the strategic thinkings and programs.



Boosting Digital Engagement and Tech Advancements

In line with the increasing importance of digital engagement, we launched a comprehensive strategy to enhance our online presence and improve communication with our members and fans. This includes the expansion of town hall meetings, more interactive social media content, and improved live - streaming options for our events. Additionally, significant progress has been made on our new digital platform and mobile app, which will revolutionize the way we engage with our community and manage data. These technological advancements will play a crucial role in the future of badminton in Europe and I eagerly anticipate sharing them with you once they go live.

Strengthening Youth and Grassroots Badminton

At the grassroots level, we have continued our continued support for national federations in developing badminton throughout Europe. The European U15 Championships in Suwałki, Poland, and the European Junior Championships in Ibiza, Spain, provided a stage for young players to showcase their talent and gain a lot of experience. Attending both events was a joy, as I witnessed the next generation of European badminton stars in action. I extend my appreciation to the Polish and Spanish Federations for their commitment to hosting these crucial youth tournaments and ensuring a fantastic experience for all participants.



Unity Through Sport

While we celebrate our successes, we must also acknowledge the challenges that persist. The geopolitical situation in Europe remains complex and the impact of global events on the sporting landscape cannot be overlooked. As an organization, we stand in solidarity with those affected by conflict and hardship. We reaffirm our belief that sport has the power to bring people together, foster resilience and promote unity, even in the most difficult times.

Commitment to Sustainability

Sustainability is another challenge to cover. A lot of our members are doing great efforts to be sustainable and I was delighted to see the initiatives of the Italian Badminton Federation at the Modena Grand Prix 2024. During my visits in Bucharest, Romania in conjunction with the EOC meetings and Sofia, Bulgaria during the qualifiers of the European Mixed Team Championships I could experience the durable working of these federations. Job well done!

Acknowledgments and Future Aspirations

As we look ahead to 2025, I am filled with optimism. The foundation we have laid through our collective efforts is strong and with the continued support of our members, our partners and our stakeholders, I am confident that we will reach even greater heights in the coming years. Our commitment to excellence, inclusivity and growth remains steadfast, and I look forward to seeing badminton in Europe continue to evolve and flourish.

I would like to extend my sincere thanks to my colleagues on the BEC Board, the BEC staff and all our members. Your dedication, energy and passion for badminton are the driving forces behind our progress. Together, we will continue to elevate our sport, create new opportunities and inspire generations to come.

Together strong!



2.2 ORDER PAPER ITEM



“
In 2024, the BEC membership officially adopted a new Strategic Plan for 2025 - 2028... and I was pleased to see that it was well received by the members during the Annual Delegates' Meeting (ADM) in May 2024 in Budapest, Hungary.

BRIAN AGERBAK
BEC General Secretary

”

GENERAL SECRETARY’S REPORT

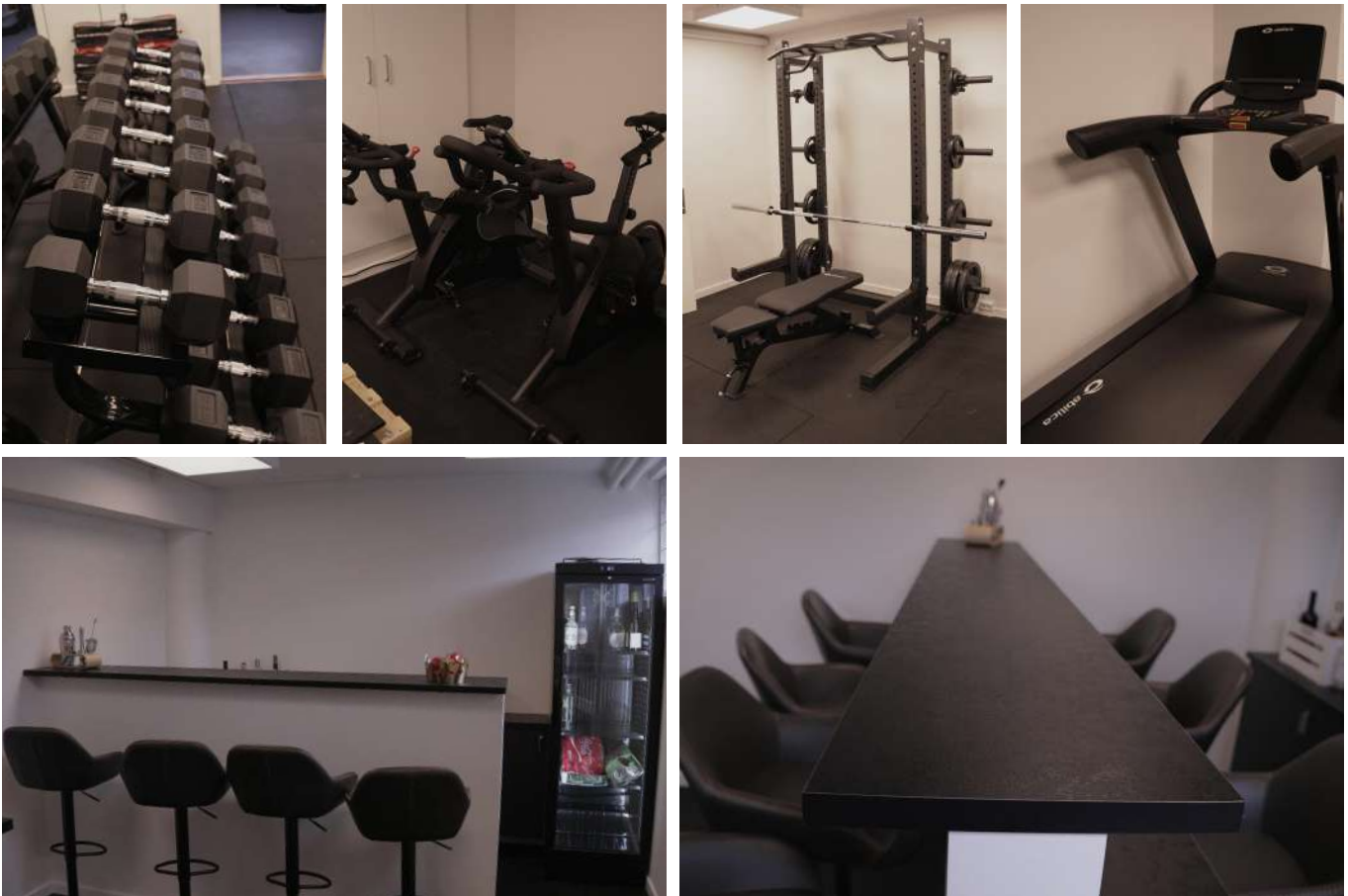
The geopolitical situation in Europe remained highly unstable throughout 2024, and unfortunately, this instability also had a noticeable impact on the badminton community, in particular in the territories directly involved in conflicts. It is somewhat disheartening that this situation has now become the new norm. The "old normal" no longer exists, and it seems that there is no returning to it. Despite this, we continue to hold hope for an improved "normal," one that will bring peace back to the European Continent once again.

Team Growth and Office Enhancements

In 2024, the BEC Office experienced several personnel changes. However, we entered 2025 with a fully staffed team. This included strengthening the events’ team with an additional member and bringing on board Pernille Karholt as our new Executive Assistant.

A small but significant renovation of the office building was completed during the year. Among the changes was the utilization of the basement, which now houses gym equipment and a relaxation area. Moreover, additional

office space was created by relocating the recording studio to the basement, making the workspace more efficient and conducive to the needs of the team.



Advancing BEC’s Digital Future

At the start of 2024, we concluded the tender process for a new digital platform. To ensure we selected the optimal vendor, the project kicked off with a “Discovery Phase,” during which we assessed the current digital landscape of BEC. Ultimately, we chose Stellis.co as our vendor, which is also closely aligned with BWF — a partnership that was seen as a significant advantage in the process.

In addition to this, we made the strategic decision to establish a BEC Data Hub to better manage the various data sources we utilize. We also began working on a new app that will eventually replace the existing BEC Live app, enhancing the user experience and offering greater functionality.

Another important tender process was launched to develop a new tournament management system, which ran concurrently with the digital platform tender. However, after careful evaluation, we concluded that we first needed clarity regarding the BEC Data Hub and website, as these would most likely serve as the interface for the tournament management system.

By the end of 2024, the digital platform, new app, and BEC Data Hub were all under active development, with a target launch date in Q1 2025. As a result, the tender for the tournament management system was relaunched, inviting selected companies to reaffirm their interest and provide further details of their proposed solutions. We anticipate making a decision on the preferred vendor in Q1 2025.



PROJECT START

The official kickoff for the website redesign project. Initial planning and team assignments began.

HI-FI DESIGN COMPLETE

High-fidelity designs of the website are ready, showcasing detailed visual elements, user interface and user experience.

PRODUCT DEVELOPMENT 50% COMPLETE

Halfway through the development process, with significant features like Calendar, Articles and Members Map built.

GO LIVE!

The website is fully developed, tested, and ready for public launch, marking the official "Go Live" date.

TIMELINE

01
08

01
10

01
11

25
11

15
12

01
02

21
03

PROGRESS OF THE NEW BEC WEBSITE

ARCHITECTURE PHASE COMPLETE

The structural foundation of the website was finalized, defining its layout, content organization and technical framework.

DATA MIGRATION COMPLETE

All essential content and data from the old website successfully transferred to the new platform.

PRODUCT DEVELOPMENT 80% & TEST PHASE

Development is nearing completion, and the website undergoes rigorous testing to ensure functionality and performance.

2024

2025

2024 Congress: Strategy and Leadership Changes

In 2024, the BEC membership officially adopted a new Strategic Plan for 2025 - 2028. The plan was the result of significant effort from various stakeholders, and I was pleased to see that it was well received by the members during the Annual Delegates' Meeting (ADM) in May 2024 in Budapest, Hungary.



[Click here to see Strategic Plan for 2025 - 2028](#)

Notably, the ADM marked the farewell of João Matos, the longest-serving BEC Board member, who chose not to stand for re-election as Vice-President. Andrej Pohar was elected to take on this role. Over the years, João Matos served in various capacities within BEC, including stepping in as acting President on two occasions. His dedication and invaluable contributions to BEC will be remembered for many years to come.



I would like to express my sincere gratitude to the Hungarian Badminton Association for hosting the 2024 Congress, and to the staff who ensured the Congress was conducted smoothly and efficiently. I would also like to thank the Polish Badminton Association and the Estonian Badminton Federation for hosting Board meetings in 2024.

Memorable Events and Gratitude

I had the pleasure of attending several prestigious events in 2024, including the European Men’s & Women’s Team Championships in Łódź, Poland, the European Championships in Saarbrücken, Germany, the European Senior Championships in Heusden-Zolder, Belgium, and the European Junior Championships in Ibiza, Spain. My thanks go to all the organisers, of European Championships, who worked tirelessly to deliver these exceptional tournaments.



Partnerships

In terms of partnerships, I was pleased to renew our agreement with Sportradar through to 2030. This renewal allows us to extend our coverage of Circuit Tournaments with live score and streaming services. The agreement also includes the option to opt out of the International Television rights, a decision we made in favor of entering into a new agreement with BWF. As a result, BWF’s agency will now represent these rights moving forward. We are confident that packaging our televised championships alongside World Tour Events and World Championships will significantly improve the distribution and, ultimately, the value of our televised events.

BWF cooperation

A strategic meeting between BEC and BWF was held in 2024 to ensure even greater alignment between our organizations. The support we receive from BWF to develop badminton in Europe is absolutely vital. However, there are areas where even deeper cooperation is necessary, particularly in the area of player development. This is also tied to the tournament structures, as most World Tour events are currently held in Asia. The increasing investment in badminton by top Asian countries is making it more challenging for Europe to remain competitive. Addressing this challenge is essential for the continued development of the sport. I would like to extend my sincere thanks to BWF for their continued excellence in cooperation and the valuable discussions we engage in on an ongoing basis.

Acknowledgements

Finally, I would like to thank the Board of Directors and the dedicated BEC staff at the office, the Centre of Excellence, and those who support us on a freelance basis. I am also grateful to all those working within the member organizations, both on a paid and volunteer basis. A special thank you to our partners, and I would like to highlight that the year 2025 marks 20 years of outstanding cooperation with Yonex – thank you!



2.3 ORDER PAPER ITEM



“

We fully support Badminton Europe's ambition to enhance efforts aimed at narrowing the performance gap between Europe and Asia for the next generation of talent.

Kai Schafer
Chair of the Athletes' Commission

”

K. Schafer

ATHLETES' COMMISSION REPORT

In 2024, the Athletes' Commission continued to actively participate in the BEC Board and Committee meetings throughout the year. However, due to the conclusion of several members' active badminton careers and new working agreements, it became more challenging to attend and engage in as many meetings as in previous years. Despite these challenges, we remained committed to our role and made every effort to contribute meaningfully to ongoing projects.

We are pleased to welcome Agnes Korosi from Hungary to the Athletes' Commission. Agnes joined us during the year, replacing former member Martina Repiska (Slovakia). As an active international badminton player, Agnes brings valuable experience to the team, and we are grateful to have her on board.

The Commission's input was particularly valued in the areas of Development and High Performance. We fully support Badminton Europe's ambition to enhance efforts aimed at narrowing the performance gap between Europe and Asia for the next generation of talent.

I would also like to take this opportunity to congratulate all European medalists at the Olympic and Paralympic Games. Their achievements serve as an inspiration to the younger generation and are a testament to the dedication and hard work required to reach the highest levels of competition.

Finally, I would like to express my sincere gratitude to my fellow Board members and colleagues within BEC. I also extend my thanks to the members of the Athletes' Commission for their continued dedication and motivation in serving our athletes across Europe and advancing our sport.



2.4 ORDER PAPER ITEM



“
By capturing the energy, passion, and competitive spirit that define BEC, we strive to make a lasting impact on the international badminton stage and ensure that our work continues to inspire players and fans.
”

ROBERT DE KOCK
Chair of the Business Committee



BUSINESS COMMITTEE
REPORT

Our overarching communication objective is to elevate badminton's presence and fan engagement in Europe while fostering a vibrant community around Badminton Europe. A key focus is to amplify the fanbase by increasing the number of passionate badminton fans who actively follow and engage with BEC’s digital platforms and social media channels. Expanding this reach will ensure that badminton gains a stronger foothold within the European sports landscape.

Showcasing the very best of BEC’s events is at the heart of what we do. We want our events and innovative projects to get the recognition they deserve. By capturing the energy, passion, and competitive spirit that define BEC, we strive to make a lasting impact on the international badminton stage and ensure that our work continues to inspire players and fans. We are committed to elevating European top badminton players into prominent figures within the sporting world. By shaping them into captivating stars and compelling personalities, we aim to increase their visibility and admiration among fans, further strengthening badminton’s appeal across the continent. of achieving even better results in the year ahead.

In 2024, we worked hard to strengthen our digital presence, and while some platforms experienced slower growth than previous years, there were still valuable achievements to build on. Using a data-driven approach, we will continue to refine our strategies in 2025, aiming for even stronger results in the year ahead.

Performance Metrics

On Instagram, followers grew by about 10%, which is lower than the previous year's growth. Reach declined in 2024, but the platform remains a key channel for connecting with our audience, since it is the platform where we get the most interaction from our followers. On Facebook, our largest platform, follower numbers steadily increased by 4%, while reach grew by 14%. YouTube showed solid progress, with a 6.5% increase in subscribers and most notably, video views more than doubled.

For our website, we saw a slight decline in unique users and page views, but we remain optimistic. With the launch of our new site, we expect to enhance the user experience and turn this around in the coming year.

Platform	End of year 2023	End of year 2024
Instagram	112.277 Followers Reach 6,7 m	123.300 Followers Reach 3,7 m
Facebook	326,524 Followers Reach 9,9 m	339,700 Followers Reach 11,5 m
YouTube	127.500 Subscribers 1.5 m Views	136.500 Subscribers 3.3 m Views
Website	399.897 Unique users 1.85 m Page views	384.607 Unique users 1.7 m Page views
Database	229.600 users	262.700 users

Tournament coverage

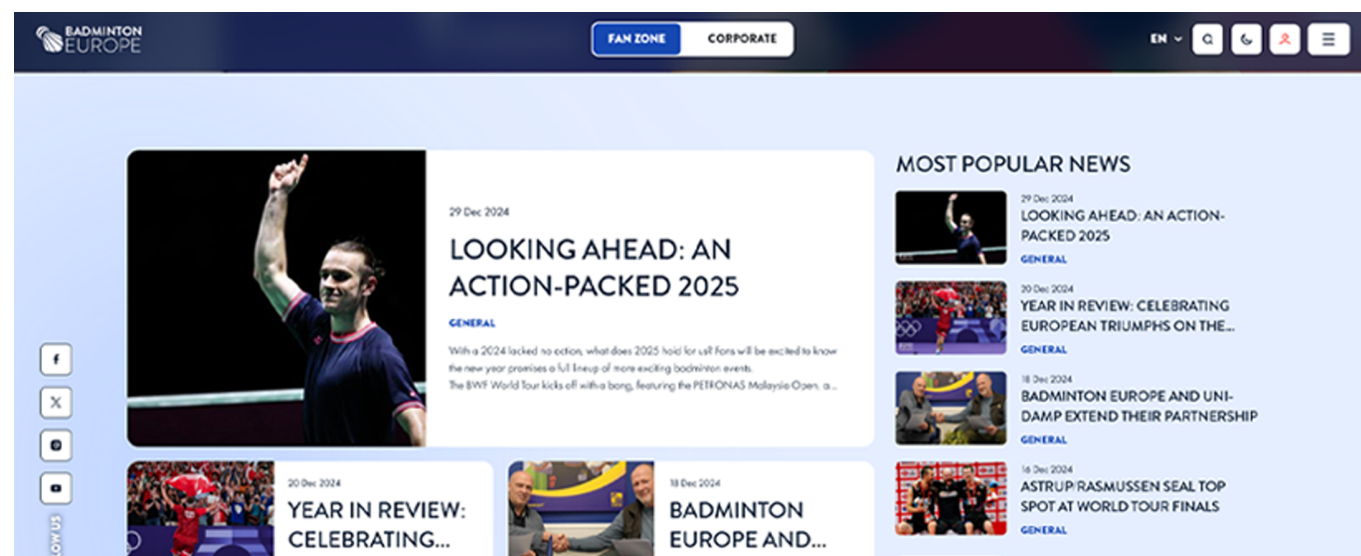
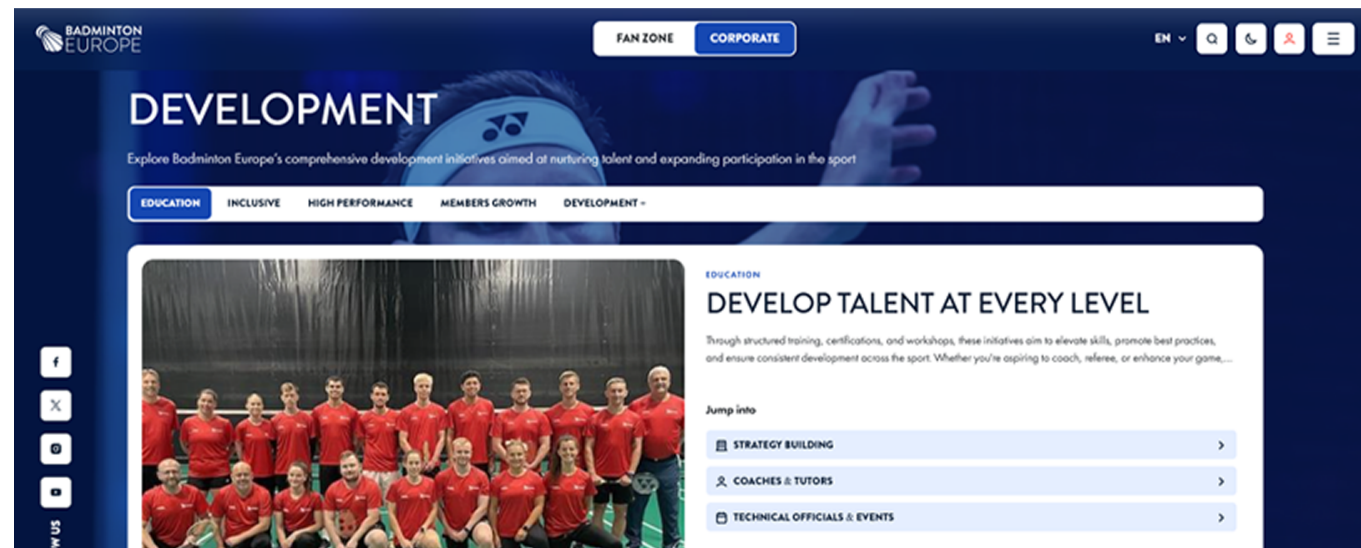
In 2024, Badminton Europe has been represented on-site at many major tournaments. To deliver the best possible coverage for badminton fans across the continent, live coverage of the tournaments has been prioritized. This allows us to share the most compelling stories and provide unique insights into how Europe’s top athletes are performing. We see a huge increase in engagement from our audience when we attend tournaments and make on site coverage. Therefore, we also intend to increase the number of tournaments that we are attending. In 2024, we have provided on-site coverage for the following tournaments:

- 2024 European Men's & Women's Team Championships
- YONEX German Open 2024
- YONEX French Open 2024
- YONEX All England Open Badminton Championships 2024
- YONEX Swiss Open 2024
- Madrid Spain Masters 2024 by IBERDROLA
- 2024 European Championships
- 2024 European Senior Championships
- 2024 European U15 Championships
- CLASH ROYALE Arctic Open 2024 powered by YONEX
- VICTOR Denmark Open 2024
- Hylo Open 2024
- 2024 European Junior Championships



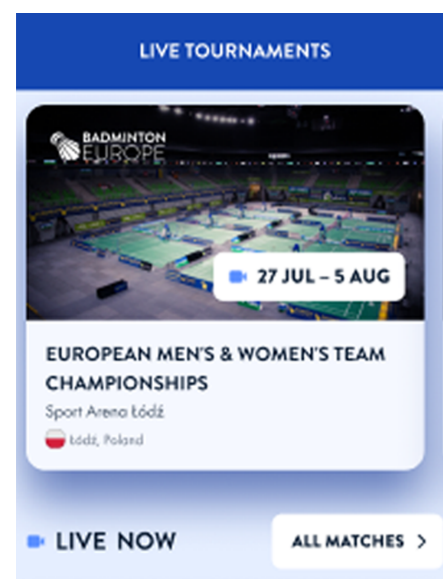
Website and App

In last year's report, we mentioned that the tender phase for a new website had just begun. This year, we are excited to announce that the new website is nearly fully developed and will be ready to launch in Q1 2025. The new site will be more fan-centric, offering a significantly improved experience for European badminton fans. Users will be able to access news about European badminton, follow the progress of our top athletes, and enjoy live streaming of circuit tournaments, live scores from BWF events, and much more.



In addition to the website, an app is also being developed, which will feature nearly all the same functionalities as the website.

Another exciting feature of the new website is the integration of a white-label solution, enabling members to set up their federation website using various features of the BEC Digital Platform. This will foster cost efficiency and create opportunities for content sharing synergies.



Partnerships

Yonex has been a trusted and dedicated partner of our European Championships since 2005. Their outstanding support and collaboration have helped create a consistent and professional look across all our Championships, benefiting players, organizers, fans, and stakeholders alike.

In 2024, we continued our partnership with RSL, a strong ally in our development efforts. Both coaches and players are equipped with RSL gear and RSL shuttlecocks.

Additionally, in 2024, we signed a new and enhanced contract with Sportradar, a company we've been collaborating with since 2015. Sportradar provides and hosts our OTT Streaming platform, which covers more than 100 streaming days annually. The agreement focuses on Audio-Visual Betting & Gaming Rights, as well as Data Collection and Distribution rights for tournaments under Badminton Europe's umbrella, which will include approximately 40,000 matches during the contract period.

Furthermore, in 2024, we extended our partnership with Uni-Damp, a specialist in the optimal storage of shuttlecocks through humidification, ensuring top-quality equipment for our events.



Acknowledgements

I would like to sincerely thank my colleagues on the Business Committee for their dedication, insights, and contributions. My appreciation also goes to Brian Agerbak, Anders Hansen and the Communication Team for their continuous support and efforts. Lastly, a special thanks to our partners, whose collaboration and commitment are instrumental in driving our shared goals forward and fostering new opportunities for growth.

2.5 ORDER PAPER ITEM



“

BEC will continue to use the survey results as the primary evidence base for shaping each Member's MoU, determining project support under Member Support and Para badminton, and guiding Members toward courses and initiatives that address key areas for improvement.

VIKTORIA TSVETANOVA

Chair of the Development Committee

”

DEVELOPMENT COMMITTEE REPORT

Once again, 2024 was a busy year filled with a wide range of Development activities. Some key highlights included:

- BEC's signature programmes, including the RSL BEC Summer School, Shuttle Time, Regional Projects, BWF Coach Education, and the Para Badminton Event, were all successfully delivered.
- Sixteen coaches from across Europe embarked on the second edition of the BEC ADVANCE coaching programme, Badminton Europe's high-level coaching education program.
- Young top talents gathered in Portugal for a joint training camp, strengthening their connections and gaining valuable experience for their future badminton careers.
- The EU funded Erasmus+ project, SHUTTLERS, got off to a strong start, with the research phase successfully completed.
- The Centre of Excellence celebrated its seventh anniversary in September 2024.

We are seeing a positive trend in the overall development of our Members, as reflected in the 2024 annual survey. Notably, there has been progress across all five key areas – Administration, Communication, Participation, Events and High Performance. This upward trajectory is highly encouraging and a testament to the dedication and hard work of our Members throughout the year.

In the second half of 2024, the BEC Development Committee began preparing for the transition to the 2025-2028 Strategic Plan. As part of this process, BEC established the High Performance Working Group (HPWG) mid-2024. Comprising experts from various fields, the HPWG was tasked with providing recommendations to the Development Committee on key projects and programs that should be prioritized to effectively implement BEC's new Player Pathway strategic objectives.

In 2024, the BEC Development Committee held two physical meetings and three online meetings. The physical meetings were held on 16 February in Lodz (Poland) and on 11 October in Tallinn, Estonia. The online meetings were held on the following dates: 13 February, 14 March and 2 May.

Membership Development

Annual Member Survey and MoU

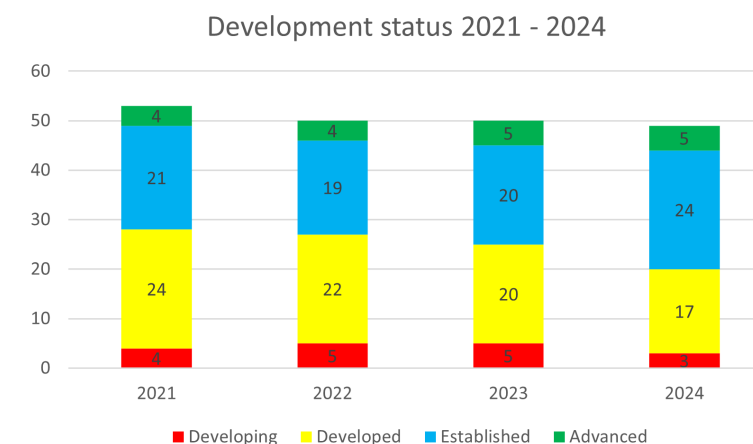
For the sixth consecutive year, the BEC Annual Survey was distributed to all Members on 1 October 2024, successfully fulfilling our KPI of conducting a quantitative membership survey. A total of 49 out of 53 Members participated, answering all 49 questions.

To streamline the process and reduce the workload for our Members, the BEC office was able to reduced the number of survey questions from 72 to 49, by gathering the remainder of the information through public sources and therefore without losing any data points. The analysis methodology remained consistent with previous years. Moving forward, the goal is to continue reducing the burden on our Members by gathering as much of the data as possible directly through the office.

As in previous years, individual report cards were provided to Members, this time combined with an MoU update for 43 Members, while seven Members received only their individual survey results.

To support our Members in their development efforts, they were invited to book an online session with the Development team to review their results and receive tailored recommendations for 2025.

The graphics below illustrate the overall development status of Members who completed the survey from 2021 to 2024.

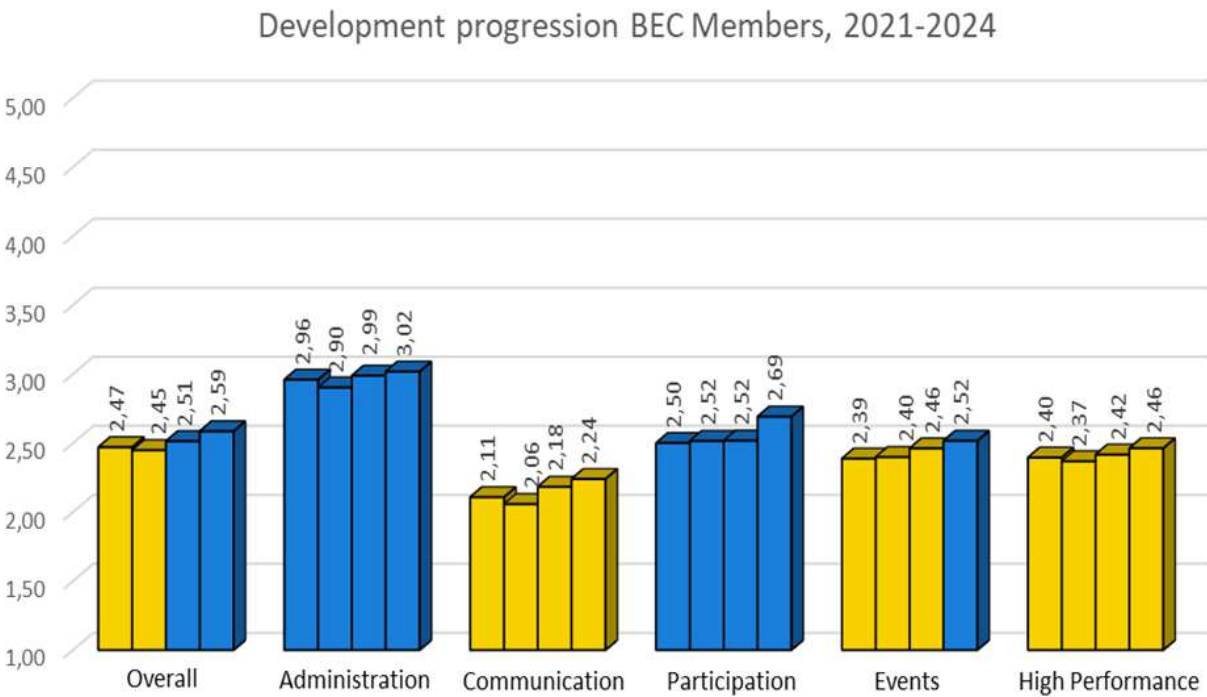


We are very pleased with the consistently high response rate for the Annual Survey in recent years and sincerely appreciate our Members' efforts in providing this valuable data.

Notably, in 2024, four Members advanced from the Developed to the Established status—an encouraging sign of ongoing progress.

Members who signed a 2- or 4-year MoU in 2020 or 2022 received a new MoU draft at the beginning of 2025. These updated agreements are based on achievements over the past two to four years, as well as insights from the 2024 survey results. To ensure alignment, individual calls were scheduled in January and February to discuss the proposed drafts.

The graphics below illustrate the overall level of development across Europe (on a scale from 1 to 5), as well as progress in each specific area measured in the survey.



BEC will continue to use the survey results as the primary evidence base for shaping each Member’s MoU, determining project support under Member Support and Para badminton, and guiding Members toward courses and initiatives that address key areas for improvement. We strongly encourage all Members to actively engage with the BEC Office in implementing their MoU and maximizing their development opportunities.

Administration Development Level

The table below presents the development level of the Members within the Administration area. The numbers are based on the analysis of our 2021, 2022, 2023 and 2024 annual surveys.

Development Level	KPI by end of 2024	Status 2021	Status 2022	Status 2023	Status 2024
Developed	All	53	49	48	49
Established	Minimum 45	38	32	38	35
Advanced	Minimum 22	20	15	16	18

The KPI for the Development level – Developed: we can conclude that this KPI is achieved because all 49 Members who completed the Survey achieved the level Developed.

The KPI’s for the Development level – Established and Advanced were unfortunately not achieved. We must though be aware that fewer Members are completing the Survey compared to when the KPI’s were made in 2020 (53 in 2021 – 49 in 2024)

Members Forum

The 2024 Members Forum was successfully held on May 24 during the Congress in Budapest, Hungary. The event featured a diverse range of speakers and presenters, including:

- BWF Strategy Plan presented by Thomas Lund
- BEC Strategy Plan 2025–2028 presented by the chairs of the five different committees
- A BEC Town Hall Meeting

We are pleased to report that 86% of our members (44 out of 51 possible members) were represented at the Forum, bringing us just above our targeted representation of 85%.

We would like to extend our gratitude to the Hungarian Badminton Association for hosting the Members Forum, which provided an excellent opportunity for networking and exchanging valuable insights.

BASIS Programme

In 2024, two of our Members took advantage of the Shadow programme in order to gain valuable experience within a specific area. Sara Ericsson (Sweden) shadowed the BWF/BEC Shuttle Time Trainers-Tutors course which was held in Korce, Albania (1-3 March). Peter Rusvai (Hungary) shadowed the BWF/BEC Coach Education Level 1 Course which was held in Caldas da Rainha, Portugal (14-17 March). Gregor McVean (Hungary) shadowed the BWF/BEC Tutor Education Level 2 Course held in Tallinn, Estonia (6-12 July). Finally, Mia Thorselius (Sweden) shadowed at the International Para event which was held in Vitoria, Spain (12-16 April).

While no exchanges took place via the Membership Exchange Programme, Members were encouraged to collaborate through other means, including through the Regional Projects.

Similarly, while no Representative Visits took place in 2024, BEC office and board representation was present all most major events.



Participation

Members Participation

Based on data sent by our Members to BWF, the total number of players registered in a national badminton organisation in Europe in 2024 has grown to 833.766 (compared to 824.041 in 2023). Similarly, the number of registered clubs has increased from 10.931 in 2023 to 12.560 clubs in 2024.

We are pleased with the positive development and hope it will continue for the years to come. Thanks to all our Members for all their hard work during the year to make more people play badminton.

	2021	2022	2023	2024
Number of registered players	796.486	824.980	824.041	833.766

SHUTTLERS



The three-year Erasmus+ funded project SHUTTLERS officially launched in 2024, commencing with a research phase aimed at understanding the factors that influence children's participation in badminton. Specifically, the research focused on:

- Why children aged 4-12 begin and continue playing badminton
- Reasons some children do not start or eventually drop out of the sport
- Club development initiatives related to recruiting and retaining young players

In December 2024, we published three reports detailing our findings, which are available on our website: Research Report on Developing and Enhancing Clubs, Report on Club Survey - Recruitment and Retention, and Report on Parent & Child Survey - Recruitment and Retention.

The next step in the project involves developing a framework for recruiting and retaining children in badminton based on the conducted research. This will lead to the creation and testing of specific pilot programs aligned with badminton concepts. By 2026, these concepts and programs will be made available to the Members of Badminton Europe.

We would like to express our gratitude to our five strong partners—Sport Coaching Europe, Universidad Europea de Madrid, Austrian Badminton Association, Lithuanian Badminton Federation, and German Badminton Association—for a productive first year of the project. Let’s continue to build on this momentum!

School badminton (Shuttle Time)

The School Badminton project is an important initiative aimed at introducing children to badminton through schools, with the goal of inspiring them to pick up a racket and join local clubs. By the end of 2024, 41 of our members are actively involved in the program. It is important to note that some Members already have their own School badminton programme, and were therefore pursuing the same goal via similar means (but without additional assistance from Shuttle Time).

In March, we organized the annual Shuttle Time Trainers-Tutors course in Korce, Albania, in collaboration with the Badminton Federation of Albania. Out of 8 participants from 6 different member associations, we successfully trained 6 new trainers and 2 new tutors.

With the support of BEC, our members successfully conducted 167 Teacher courses and 6 Tutor courses. Additionally, 266 school sets were shipped to 6 different BEC members in 2024.

The analysis of the 2024 Member survey revealed that 45 out of the 49 responding members are organizing school tournaments. We can share the following statistics:

Shuttle Time	KPI by end of 2024	Status by 2021	Status by 2022	Status by 2023	Status by 2024
Implementing Members	48	39	41	41	41
Trainers	110	134	161	170	176
Tutors	1.200	980	1041	1068	1128
Teachers educated	30.000	25.410	27.972	30.806	33.667



RSL BEC Summer School 2024

The RSL BEC Summer School 2024 was successfully held in July in Tallinn, Estonia. The event featured several key components:

- Training Camp: A total of 64 players participated (32 female and 32 male) from 22 different members, successfully achieving the KPI of having participation from at least 10 different members.
- BWF Coach Education Level 2 Course: 13 coaches (2 female and 11 male) participated, with 7 coaches obtaining their BWF Level 2 certification.

Additionally, we are pleased to announce that the Board of Directors has approved the allocation of the RSL BEC Summer School 2025 to Vejen Idrætscenter in Denmark. We look forward to welcoming players, coaches, and BEC staff to this exciting event.



Regional Projects

In 2024, 7 out of the 8 accepted projects were successfully delivered:

Host	Number of Members participating	Topic	Participants
Czechia	4	U19 Training Camp	18 Female Players 17 Male Players 5 Coaches
Greenland	3	U15 + U17 Training Camp	24 Female Players 22 Male Players 7 Coaches
Wales	3	AirBadminton Festivals	Around 100 Interested Players Gender Ratio 50 - 50
Bulgaria	3	Volunteers	10 Female Participants 14 Male Participants 4 Experts
Serbia	4	U13 Girls Camp	28 Female Players 6 Coaches
North Maceodnia	3	AirBadminton	10 Female Players 8 Male Players 15 Coaches, 2 Experts
Bulgaria	3	Airbadminton Festivals	34 Female Players 37 Male Players 8 Technical Officials
England Not Delivered	5	Para HP Training Camp	PROJECT WAS CANCELLED

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



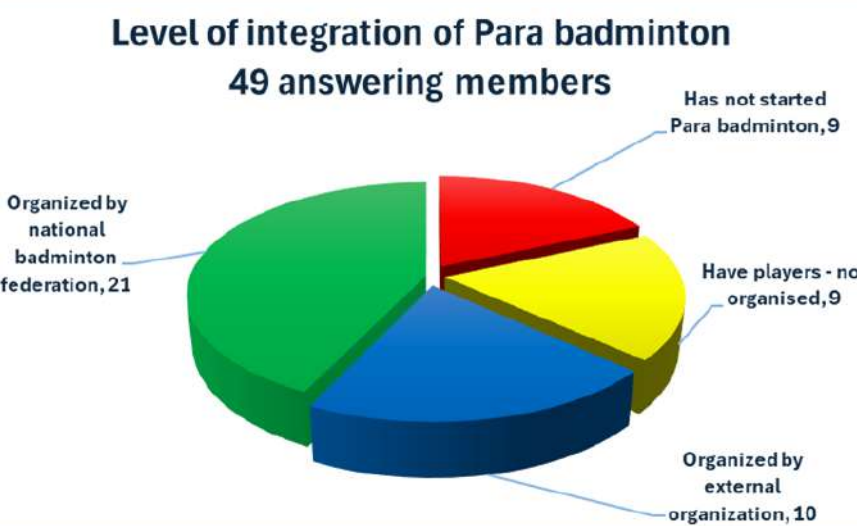
AirBadminton

The AirBadminton project is currently being driven by the Badminton World Federation (BWF) and has not been a priority in 2024 for BEC.

Para Badminton

Level of integration of Para badminton

Following the 2024 annual survey, the BEC Members reported that 31 of our Members have Para badminton in their countries, either governed by themselves or through their National Paralympic Committee or organizations for people with disabilities.



Becoming active in Para Badminton is a generally mandated by the national Sport Ministries. BEC encourages all Members to increase their Para Badminton activities, but understands national structures may place this activity elsewhere.

BEC Para badminton event

The KPI of annually delivering the BEC Para badminton event was achieved with the delivery of the event in Maria Enzersdorf, Austria from 27-29 September. 28 participants from 13 different Members attended the event with 11 participants (6 female and 5 male) attending the Administrators course and 17 participants (6 female and 11 male) attending the coaching course (module 13-Disability workshop).

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



Para badminton promotion

BEC has published 6 articles on Para badminton on our communication platforms during 2024 and reached the KPI of 6 articles annually. 30 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 4 participants from 4 different Members for their participation in the BWF National Classifier Workshop Level 1, which took place in Vitoria, Spain. Accordingly, the KPI of supporting our Members in participating in the workshop was achieved.

Wheelchairs

In 2024 the Slovak Badminton Federation, Hungarian Badminton Association and Federacao Portuguesa de Badminton received an adapted wheelchair for a 1-year loan period.

Para badminton Kick start projects

In total 12 Members were approved to receive funding for their para badminton projects: Italy, Ireland, 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 project

The second edition of the BEC ADVANCE badminton coach education kicked off in June 2024. 16 coaches (5 female and 11 male from 12 different Members) were accepted to take part in the course. The course includes four face to face educational weeks plus online mentor sessions and homework tasks. The second face to face week was held in September 2024.



The BEC ADVANCE badminton coach education will continue with the third edition in May 2025.



Coaching courses

With the support of BEC, 22 Members delivered national Coach Education Level 1 courses, and 7 Members delivered the Coach Education Level 2 courses from 2021 until 2024.

The KPI of 20 Members delivering national Level 1 courses was achieved. The KPI of 10 Members delivering Level 2 courses nearly achieved. Below the Members who delivered courses

2021	2022	2023	2024
Level 1	Level 1	Level 1	Level 1
Czechia	Czechia	Azerbaijan	Bosnia & Herzegovina
England (Guernsey)	Finland	Czechia	Czechia
Finland	Hungary	Cyprus	Finland
Netherlands	Ireland	England (Guernsey)	Hungary
Russia	Latvia	Ireland	Ireland
Sweden	Lithuania	Latvia	Italy
Wales	Netherlands	Malta	Netherlands
	Poland	Netherlands	Poland
	Slovakia	Poland	Romania
	Slovenia	Slovakia	Spain
	Spain	Slovenia	Sweden
		Spain	Türkiye
		Sweden	Wales

2021	2022	2023	2024
Level 2	Level 2	Level 2	Level 2
	Czechia	Netherlands	Czechia
	Slovenia	Spain	Hungary
	Spain		Ireland
			Wales

In 2024, we delivered all the education activities planned:

Date	Course	Location	Participants
14 - 17 March	BWF/BEC Coach Education Level 1	Caldas da Rainha, Portugal	10 participants from 7 different Members (5 female and 5 male). 9 participants passed the course.
26 - 28 April	BWF/BEC Tutor Education Level 1	Oviedo, Spain	10 participants from 6 different Members (4 female and 6 male). All participants passed the course.
31 May - 02 June	BWF/BEC Tutor Education Level 2	Lahti, Finland	10 participants from 8 different Members (2 female and 8 male). 6 participants passed the course.
06 - 12 July	BWF/BEC Coach Education Level 2	Tallinn, Estonia	13 participants from 8 different Members (2 female and 11 male). 7 participants passed the course.

The KPI of delivering the Coach Education Level 1 and 2 courses every year was achieved.

Coach Workshop

On 14 and 15 February 2024 Jacob Oehlenschaeger and Jeroen van Dijk delivered a coach workshop in Lodz, Poland in close cooperation with the Polish Badminton Association. Around 40 coaches from Poland took part in the workshop. The subjects were focused on tactical practice and talent development. The course was supported by Olympic Solidarity and the Polish Badminton Association



World Academy of Sport (WAoS) Administrators course

From 2021 until 2024 two Administrators courses were organised. 24 Members and 30 participants took part in the courses (falling short of the KPI of 38 Member participation by the end of 2024)

High Performance

2024 was an interesting year with the Olympic and Paralympic Games both held in Paris, France.

Viktor Axelsen (DEN) won a gold medal in Paris Olympics Games. Carolina Marin (ESP) achieved the semifinal spot but unfortunately lost the semi-final due to injury and Kim Astrup / Anders Skaarup Rasmussen (DEN) lost a close bronze medal match.

Europe is once again the only continent able to challenge Asia for the places at the podium:

Medals for Europe at World Championships & Olympics	2021	2022	2023	2024 Olympics
Gold	0	1	0	1
Silver	0	0	2	0
Bronze	2	1	1	0

5 Members achieved a total of 8 medals in the Paralympics. Lucas Mazur (France) and Charles Noakes (France) claimed the gold medal. Krysten Coombs and Daniel Bethell from England won a silver medal and Thomas Wandschneider from Germany, Helle Sofie Sagøy from Norway and Ilaria Olgiati from Switzerland won a bronze medal. Lucas Mazur and Faustine Noel (FRA) won a bronze medal as well.

8 European Members achieved a total of 10 medals in the Para badminton World Championships which were held in Pattaya, Thailand. Daniel Bethell from England won a silver medal. Charles Noakes, Maud Lefort and Lucas Mazur all claimed a bronze medal for France. Cathrine Rosengren (Denmark), Man-Kei To (Belgium), Yuri Ferrigno (Italy), Halime Yildiz (Turkey), Helle Sofie Sagøy (Norway) and the doubles Daria Bujnicka and Oliwia Szmigiel (Poland) also took home a bronze medal.

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, 2023 and 2024 annual surveys.

Development Level	KPI by end of 2024	Status 2021	Status 2022	Status 2023	Status 2024
Developed	Minimum 46	43	41	41	39
Established	Minimum 33	25	22	22	23
Advanced	Minimum 10	6	5	6	5

The KPI for the Development level – Developed was not achieved because out of 49 Members who completed the Survey, only 39 achieved the level Developed.

The KPI’s for the Development level – were unfortunately also not achieved. We must be aware that fewer Members are completing the Survey compared to when the KPI’s were made in 2020. Additionally, the Covid-19 pandemic had a strong negative effect on the High-Performance environment in Europe with challenges to train and compete.

High Performance Working Group (HPWG)

In preparation for the transition to the 2025-2028 Strategic Plan, BEC sought support, inspiration and guidance from experts within the field of High Performance by establishing the High Performance Working Group. The HPWG was tasked with providing a recommendation to the Development Committee on key projects and programs that should be prioritised to effectively implement BEC’s new Player Pathway strategic objectives.

Applications for the Working Group were received from 13 different countries, and we are grateful for high calibre of applications received. A diverse panel of experts with extensive experience in high performance coaching, talent development, sports governance, and academia were appointed to join the working group. This ensured a broad range of perspectives, including those of former top players, current high-performance coaches, talent developers, and sport directors.

The working group was formed by the following external experts:

- Anu Nieminen, Finland
- Werner Augsburger, Switzerland
- Sebastian Brueckner, Germany
- Jon Austin, Wales
- Petr Martinec, Czechia

The group was supported by the following BEC representatives: Viktoria Tsvetanova (Chair of the HPWG), Richard Vaughan, Jeroen Van Dijk and Jacob Oehlenschläger.



Several meetings were held during the process:

Date	Location
17-18 August 2024	Prague, Czechia
18 September 2024	Online
9-10 October 2024	Tallinn, Estonia
12 November 2024	Online
30 November 2024	Cardiff, Wales
21January 2025	Online

At the conclusion of its work, the HPWG submitted a recommendations paper to the Development Committee, outlining key actions needed to achieve the Player Pathway strategic objectives outlined in the BEC 2025-2028 Strategic Plan. The Development Committee and BEC Board of Directors will review these recommendations in early 2025.

A warm thank you to Czech Badminton Federation, Badminton Estonia and Badminton Wales for hosting our meetings. Also, a big thanks to the external experts for their committed and high-level contribution to the development of the High-Performance area in Europe.

World Class junior project

37 of Europe's junior U17 European Championships medallists participated in the World Class junior training camp, which was held in Portugal, Caldas da Rainha (19 female and 18 male players coming from 14 different Members). The players were accompanied by five European top coaches: John Dinesen (Denmark), Jose Antonio Crespo (Spain), Jeroen van Dijk (Netherlands), Gloria Pirvanescu (Romania) and Nadiezda Zieba (Poland) who worked with the players on their High-Performance mindset on and off court, developing their game. As part of the World Class Elite scholarship programme, the german top player, Isabel Lohau (Germany) joined the camp to inspire the future stars of European badminton.



RSL BEC Centre of Excellence (CoE)

2024 was yet another busy year with nearly 100 players and coaches visiting the RSL BEC CoE and making use of the facilities. The year ended with 20 permanent players (17 male and 3 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 ADVANCE coaching course.

Vytaute Fomkinaite, Lithuania, left her position as assistant coach in July 2024. Thanks to Vytaute for all her work at the RSL BEC CoE. In July 2024 a new assistant coach, Mikkel Mikkelsen, Denmark, was hired.

During the year two training camps for the double and mix double players were organised in July and August. 8 doubles / mix doubles pairs participated in these training camps.

Many players also use the RSL BEC CoE for training periods lasting from one week to several months. They do so to secure sparring against a variation of players of equal or higher standard, and to be part of the international High-Performance environment at the RSL BEC CoE.

Min Osteopat ApS is a company that provides physio and strength training services for the players in the RSL BEC CoE. The treatment and training are led by Jonas Slott. Thanks for the good cooperation.

Also, thanks to Holbæk Sportsbyen and the Holbæk Sportsfoundation for providing excellent facilities for training and accommodation.

Also, thanks to the RSL BEC CoE coaching team (Dennis Christensen, Mikkel Mikkelsen and Maxime Moreels) for their commitment to the RSL BEC CoE and their daily work for improving the players throughout the year.



BEC Certificated Training Centres (CTC)

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



An annual meeting between the BEC Certified Training Centres did not take place in 2024.

Acknowledgements

I would 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. I look forward to working together to achieve our goals set in the 2025-2028 Strategic Plan.

Thanks to the Development & High-Performance Team consisting of Tommi Saksa, Jeroen van Dijk and Jacob Oehlenschlaeger for their hard work and dedication throughout the year. I would also like to thank Mari Carmen Casermeiro Gámez, who decided to leave Badminton Europe in October 2024 and wish her the best of luck in her new endeavours.

2.6 ORDER PAPER ITEM



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The bidding structure for major events was revised so that the tournament hosts will now receive one-third of the participation fee. This change was intended to help cover the costs associated with delivering a tournament that meets the high standards expected from European Championships.

RENNA UNT

Chair of the Events Committee

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EVENTS COMMITTEE REPORT

The year 2024 was a remarkable year for Badminton Europe events, with five successful European Championships conducted throughout the year we could showcase badminton at its highest level and raise fan engagement.

The European Men and Women Team Championships were for the first time organized in two phases with qualification and final stage. The EMWTC final with eight best teams in both men and women category proved to be a real success. Competitive matches from first day with the participation of best European players made the event more interesting equally to fans and media as well as participating teams.

The introduction of tailored entertainment program at European Championships in Saarbrücken and European Men and Women Team Championships in Łódź significantly enhanced the experience for participants and spectators alike, creating an engaging atmosphere. The European circuit saw impressive attendance figures, with a reserve list established for 20 out of 34 tournaments, highlighting the great popularity and interest in these

events throughout the year.

The Events Committee conducted two virtual meetings and one physical meeting during the year. Events committee focused on working out events section in BEC's new strategic plan for 2025-2028. The committee also continued to look into that all tournament-related regulations are up to date and corresponding to stakeholder needs and finding ways to seek improvements in the quality of our events.

The bidding structure for major events was revised so that the tournament hosts will now receive one-third of the participation fee. This change was intended to help cover the costs associated with delivering a tournament that meets the high standards expected from European Championships.

Major Events

The first event of the year was European Men's and Women's Team Championships in Łódź, Poland. This exciting tournament featured top teams competing fiercely over five days, with thrilling matches capturing the attention of fans. The organizers created a stunning atmosphere with a meticulously designed décor that enhanced the overall experience for both players and spectators. Denmark took home both titles, with Spain (Women's) and France (Men's) claiming silver.



Two months later, the action was on in the German town of Saarbrücken, where the 2024 edition of the European Championship took place. In the border town between France and Germany, it was clear that the local fans from both sides of the border were present to cheer for their national heroes.



There was a significant emphasis on in-house entertainment, to provide fans with an unforgettable experience. From dazzling light displays to music performances, the atmosphere was charged with excitement. Both France and Denmark claimed two titles. Denmark winning men’s singles and men’s doubles while France taking gold in mixed doubles and women doubles. Carolina Marin triumphed in women singles winning her seventh European title.



Later in the year, in the town of Heusden-Zolder, Belgium, history was written, as 1555 players assembled for the largest-ever edition of the European Senior Championships, the largest senior tournament in the world. The new venue in Heusden-Zolder provided sixteen courts that were busy from morning hours till late evening. With all participants supporting each other the atmosphere in the venue and outside was great.

Immediately after the spotlight turned to the future stars of badminton in Europe as the U15 European Championships took centre stage in Suwalki, Poland. This event marked a significant milestone for the young players, offering them their first taste of high-stakes competition. France had an impressive medal haul at the championships, celebrating a remarkable three gold medals. The competition was fierce, but they stood out with their exceptional performances. England also made their mark by securing one gold medal, while the host nation, Poland, proudly took home another gold, much to the delight of their local fans.

In the end of November European best junior players gathered in Ibiza Spain to compete at the European Junior Championships. The team competition was a remarkable showcase of incredible badminton, sportsmanship, and unwavering team spirit. Denmark faced France in a thrilling final that extended to the 5th and final match, which was decided in third game where Denmark managed to come out as champions.

In the individual European Championships France showcased their exceptional talent, securing an impressive three gold medals. Poland also shone brightly, claiming gold in the men’s singles, while Bulgaria celebrated a significant victory, taking the top step on the podium in the women’s singles.

Badminton Europe would like to express its sincere gratitude to the Polish Badminton Association, the German Badminton Association, Royal Belgian Badminton Federation and the Spanish Badminton Federation for their exemplary efforts in successfully hosting the BEC Major Events in 2024. Your dedication and collaboration have played a vital role in the success of these tournaments. Thank you for your commitment to advancing badminton in Europe.



The year concluded with the qualification stage for the 2025 European Mixed Team Championships, held across five different countries: Bulgaria, England, Germany, the Netherlands, and Spain. The qualification groups were well organized and saw Spain, England, Germany, France, the Netherlands and Czechia advancing to the Final Stage.

Badminton Europe’s exceptional cooperation with the European University Sports Association continued with the successful organization of the European Universities Games in Debrecen and Miskolc (Hungary), held in July 2024.

2024 EUROPEAN CHAMPIONSHIPS MEDALLISTS

Championship	Event	Gold	Silver	Bronze	
European Men's and Women's Team Championships	MEN'S	Denmark	France	England	Germany
	WOMEN'S	Denmark	Spain	France	Scotland
European Championships	MS	Anders Antonsen (DEN)	Toma Junior Popov (FRA)	Viktor Axelsen (DEN)	Joakim Oldorff (FIN)
	WS	Carolina MARIN (ESP)	Kirsty GILMOUR (GBR)	Neslihan Arin (TUR)	Julie Dawall Jakobsen (DEN)
	MD	Kim Astrup / Anders Skaarup Rasmussen (DEN)	Andreas Søndergaard / Jesper Toft (DEN)	Rasmus Kjær / Frederik Søgaard (DEN)	Ben Lane / Sean Vendy (ENG)
	WD	Margot Lambert / Anne Tran (FRA)	Gabriela Stoeva / Stefani Stoeva (BUL)	Bengisu Ercetin / Nazlıcan İnci (TUR)	Debora Jille / Cheryl Seinen (NED)
	XD	Thom Gicquel / Delphine Delrue (FRA)	Mathias Christiansen / Alexandra Bøje (DEN)	Robin Tabeling / Selenia Piek (NED)	Mathias Thyrrø / Amalie Magelund (DEN)
European U15 Team Championships	MS	Lenny Hubert (FRA)	Mady Sow (FRA)	Santiago Araujo (SUI)	Yixiang Hou (ENG)
	WS	Wiktoria Kaletka (POL)	Varvara Poperezhai (UKR)	Lea Dauphinais (BEL)	Maria García (ESP)
	MD	Søren Marion Gothsener / Mady Sow (FRA)	Axel Boesen / Marvin Jakob Galan Mogensen (DEN)	Lovis Deters / Jannes Ernst (GER)	Charlie Junnor / Alfie Martin (SCO)
	WD	Shraddha Gopalakrishnan / Martha NG (ENG)	Alva Jacobsen / Simone Aoki Pihl (DEN)	Varvara Peperezhai / Ahata Ryshtovska (UKR)	Clara Menegazzi Briquet / Lison Prevost (FRA)
	XD	Lenny Hubert / Elisa Hess (FRA)	Peter Simoni Faurholt / Marie Faust Kjær (DEN)	Tim Bregar (SLO) / Maja Pranić (CRO)	Dominik Tankević / Uma Ivanauskaite (LTU)
European Junior Team Championships		Denmark	France	Netherlands	Poland
European Junior Championships	MS	Mateusz Golas (POL)	Arthur Tatránov (FRA)	Siofra Flynn (IRL)	Lucie Krulová (CZE)
	WS	Kaloyana Nalbantova (BUL)	Ravza Bodur (TUR)	Saffron Morris (WAL)	Flora Wang (NED)
	MD	Thibault Gardon / Tom Lalot Trescarte (FRA)	Robert Nebel / Otto Reiler (DEN)	Phillip Kryger Boe / Jesper Østergaard Christensen (DEN)	Danial Iman Marzuan / Mark Niemann (GER)
	WD	Elsa Jacob / Camille Pognante (FRA)	Amanda Aarbo Petersen / Maria Højlund Tommerup (DEN)	Macarena Izquierdo / Carmen Maria Jimenez (ESP)	Shreya Hochscheid / Marie Sophie Stern (GER)
	XD	Thibault Gardon / Kathell Desmots-Chacun (FRA)	Otto Reiler / Amanda Aarbo Petersen (DEN)	Bugra Aktas / Sinem Yıldız (TUR)	Adolfo Lopez / Carmen Maria Jimenez (ESP)

2024 EUROPEAN CHAMPIONSHIPS MEDALLISTS

Championship	Event	Gold	Silver	Bronze	
European Senior Championships +35	MS	Mathias Wigardt (SWE)	Frederic Gaspard (BEL)	Maciej Ociepa (POL)	Alexandre Paixao (POR)
	WS	Elsa Danckers (FRA)	Daniela Wolf (GER)	Stefanie Bertels (BEL)	Sandra Kamilova (EST)
	MD	Baptiste Careme / Bruno Cazau (FRA)	Steffen Hohenberg / Alexander Strehse (GER)	Andreas Gefke / Lars Ruzs Kaysen (DEN)	Thomas Guichard / Swann Lenik (FRA)
	WD	Stefanie Bannenberg / Monja Ehlert (GER)	Mai Hasle / Ulla Pedersen (DEN)	Nicole Bartsch / Nicole Schnurrer (GER)	Lise Malbos / Charlene Verron (FRA)
European Senior Championships +40	XD	Anthony Nelson / Maily Turlan (FRA)	Alois Henke / Nicole Bartsch (GER)	Nick Hodgson / Sarah Burgess (ENG)	Gregory Schneider / Senja Dewes (GER)
	MS	Eric Pang (NED)	Ralph Starren (NED)	Jan Frohlich (SUI)	Mykola Shkaliaiev (UKR)
	WS	Telma Santos (POR)	Gry Uhrenholt Hermansen (DEN)	Marion Bonneau (FRA)	Dominika Guzik-Pluchowska (POL)
	MD	Jan Frohlich / Kai Waldenberger (SUI)	Thorsten Hukriede / Hendrik Westermeyer (GER)	Mark Law (ENG) / Mark Mackay (SCO)	Paul Le Tocq / Alex Marritt (ENG)
European Senior Championships +45	WD	Helene Dijoux / Audrey Petit (FRA)	Drifa Hardardottir (ISL) / Gry Uhrenholt Hermansen (DEN)	Florentina Constantienescu / Irina Popescu (ROU)	Anna Kocimska / Magdalena Nielsen (POL)
	XD	Robert Ciobotaru / Florentina Constantienescu (ROU)	Jens Ehlert / Monja Ehlert (GER)	Søren Hermansen / Gry Uhrenholt Hermansen (DEN)	Ulf Svenson / Cecilia Närfors (SWE)
	MS	Alex Marritt (ENG)	Gregers Schytt (DEN)	Thorsten Hukriede (GER)	Morten Eilby Rasmussen (DEN)
	WS	Drifa Hardardottir (ISL)	Stefanie Zubek (GER)	Simone Galla (GER)	Katja Wenberg (SWE)
European Senior Championships +50	MD	Oliver Colin (SUI) / Morten Eilby Rasmussen (DEN)	Gerben Bruijstens / Stan De lange (NED)	Vincent Konkuyt / Patrick Wolff (FRA)	Lars KLINTRUP (DEN) / Björn WIPPICH (GER)
	WD	Barbara Kulanty / Katarzyna Wojcik (POL)	Claudia Vogelgsang (GER) / Katja Wengberg (SWE)	Rebecca Pantaney / Lynne Swan (ENG)	Beke Recht / Jessica Willems (GER)
	XD	Mark Mackay (SCO) / Drifa Hardardottir (ISL)	Alex Marritt / Rebecca Pantaney (ENG)	Gerben Bruijstens (NED) / Lynne Swan (ENG)	Thorsten Hukriede / Michaela Hukriede (GER)

2024 EUROPEAN CHAMPIONSHIPS MEDALLISTS

Championship	Event	Gold	Silver	Bronze	
European Senior Championships +50	MS	Kristian Valther Pedersen (DEN)	Fernando Silva (POR)	Hoang Nguyen (BEL)	Henrik Pøhler (DEN)
	WS	Janne Vang Nielsen (DEN)	Stephanie Ruberg (GER)	Katarzyna Krasowska (POL)	Marielle Van Der Woerd (NED)
	MD	Mika Eeriksson / Mikko Franssila (FIN)	Morten Aarup / Carsten Loesch (DEN)	Henrik Pøhler / Bo Sornsen (DEN)	Alan Mcmillan / Craig Robertson (SCO)
	WD	Majken Aasmussen / Dorte Steenberg (DEN)	Lynne Campbell / Helen Milne (SCO)	Olga Chernysheva / Tracy Hutchinson (ENG)	Janne Vang Nielsen / Birgitte Pedersen (DEN)
	XD	Kristian Valther Pedersen / Dorte Steenberg (DEN)	Carl Jennings / Caroline Hale (ENG)	Mikko Franssila / Paula Petäys (FIN)	Carsten Loesch (DEN) / Julie Bradbury (ENG)
European Senior Championships +55	MS	Stefan Grahn (SWE)	Tarmo Martikainen (FIN)	Thomas Knaack (GER)	Joakim Nordgren (SWE)
	WS	Caroline Hale (ENG)	Tanja Eberl (GER)	Jane Ashfold (ENG)	Betty Blair (ENG)
	MD	Rajeev Bagga (ENG) / Henrik Lykke (DEN)	Brian McGowan / Mark Topping (IRL)	Jon Austin / Mark Golds (ENG)	Erik Ferenius / Stefan Grahn (SWE)
	WD	Jane Ashfold / Sara Foster (ENG)	Julie Bradbury / Debora Miller (ENG)	Elizabeth Austin / Caroline Hale (ENG)	Lise Lotte Bilgrav / Gitte Kruse (DEN)
	XD	Rajeev Bagga / Elizabeth Austin (ENG)	Jan-Eric Antonsson (SWE) / Hanne Bertelsen (DEN)	Jon Austin / Susan J Crompton (ENG)	Bo Sorensen / Gitte Kruse (DEN)
European Senior Championships +60	MS	Jan-Eric Antonsson (SWE)	Geir Olve Storvik (NOR)	Martin Qvist Olsen (DEN)	Martin Staden (ENG)
	WS	Lone Hagelskjaer Knudsen (DEN)	Grace Kakiay (NED)	Jeannette Van Der Werff (NED)	Linda Wood (ENG)
	MD	Jan-Eric Antonsson / Magnus Nyte (SWE)	Henrik Madsen (DEN) / Geir Olve Storvik (NOR)	John Bowker / Donald Burden (ENG)	Klaus Buschbeck / Jürgen Schmitz-Foster (GER)
	WD	Elizabeth MacLaggart (ENG) / Maureen Oskam (NED)	Pamela Peard / Sian Williams (IRL)	Grace Kakiay (NED) / Lone Hagelskjaer Knudsen (DEN)	Jill Smith (SCO) / Linda Wood (ENG)
	XD	Jan Bertram Petersen (DEN) / Jeannette Van Der Werff (NED)	Magnus Nyte (SWE) / Sandra Kroon (NED)	John Bowker / Vivienne Gillard (ENG)	Michael J Nevett / Karen Thomas (ENG)

2024 EUROPEAN CHAMPIONSHIPS MEDALLISTS

Championship	Event	Gold	Silver	Bronze	
European Senior Championships +65	MS	Dan Travers (SCO)	Rolf Rüsseler (GER)	Claus Andersen (DEN)	Johan Widoff (SWE)
	WS	Heidi Bender (GER)	Christine Black (SCO)	Karin Kurth (GER)	Elisabeth Puritscher (GER)
	MD	Rob Ridder / Uun Setiawan Santosa (NED)	Jesper Helledie (DEN) / Dan Travers (SCO)	Gene Austin Joyner / Roger Leigh (ENG)	René Pêche / Michael Schneider (GER)
	WD	Birte Bach Steffensen (DEN) / Heidi Bender (GER)	Kim Stothard / Ann Walker (ENG)	Jenny Cox / Christine M Crossley (ENG)	Helene Hay / Sylvia Levedez (FRA)
	XD	Dan Travers / Christine Black (SCO)	Jens Dall-Hansen / Birte Bach Steffensen (DEN)	Philip Ian Richardson / Christine M Crossley (ENG)	Rolf Rüsseler / Heidi Bender (GER)
European Senior Championships +70	MS	Bo Christer Bertilson (SWE)	Stefan Ohrås (SWE)	Jacky Linderer (FRA)	Geert Potjewijd (NED)
	WS	Christine M Crossley (ENG)	Marie-Luise Schulta-Jansen (GER)	Anita Harris (ENG)	Edeltraud Schmidt (GER)
	MD	Peter Emptage / Graham Holt (ENG)	Per Dabelsteen / Christian Hansen (DEN)	Curt Ingedahl / Stefan Ohrås (SWE)	Gerhard Roch / Karlheinz Schaus (GER)
	WD	Betty Bartlett / Brenda Creasey (ENG)	Edeltraud Schmidt / Marie-Luise Schulta-Jansen (GER)	Brigitte Prax / Monika Regineri (GER)	Anita Harris (ENG) / Ingunn Vie Skare (NOR)
	XD	Rob Ridder / Marjan Ridder (NED)	Abdul Malique / Sylvia Penn (ENG)	Stefan Ohrås / Gabriele Johansson (SWE)	Graham Michael Robinson / Cathy Alexander (ENG)
European Senior Championships +75	MS	Carl-Johan Nybergh (FIN)	Ad Verhoof (NED)	Per Dabelsteen (DEN)	Jim Garrett (ENG)
	WS	Nelly Halsberghe (BEL)	Mary Jenner (ENG)	Helga Peeck (BEL)	Elvira Richter (BEL)
	MD	Knud Danielsen / Harry Skydsgaard (DEN)	Carl-Johan Nybergh (FIN) / Ad Verdo (NED)	Roger Baldwin / Kenneth Tatum (ENG)	Michael John Cox / Jim Garrett (ENG)
	WD	Sue Awcock / Sylvia Gill (ENG)	Jena Robdrup Andreassen (DEN) / Nelly Halsberghe (BEL)	Linda Coombes / Jan Hewett (ENG)	Jette Nielsen / Irene Sterlie (DEN)
	XD	Michael John Cox / Linda Coombes (ENG)	Jim Garrett / Mary Jenner (ENG)	Ian Brothers / Jan Hewett (ENG)	Per Dabelsteen / Irene Sterlie (DEN)
European Senior Championships +80	MS	Pawel Gasz (POL)	Paul Van Beek (NED)	Roger Baldwin (ENG)	Leopold Tukendorf (POL)
	MD	Pawel Gasz / Leopold Tukendorf (POL)	Gerd Pflug / Hans Schaumacher (GER)	Joseph Devesa / Francois Thomas (FRA)	Osmo Perkinen / Rene Wikgren (FIN)

The following allocations of European Championships were made in 2024

- 2025 European Mixed Team Championships – Baku (Azerbaijan)
- 2025 European Championships – Horsens (Denmark)

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 physical meeting at European Championships in Saarbrücken and remained in close contact throughout the year.

With busy BEC circuit calendars, a lot of dedicated technical officials are needed as both referees and the umpires. Both are crucial to maintain the high level of tournaments, that we are currently delivering.

NUWA

24 umpires participated in a national umpire workshop and appraisal

- 10 during the I FEEL SLOVENIA LI-NING Open 2024
- 6 during the YONEX BELGIAN INTERNATIONAL 2024
- 8 during the YONEX Czech Open 2024

Assessment

26 umpires were assessed towards a higher level, with 22 passed and 4 failed.

- 6 were assessed towards the BEC Accredited level during the Austrian Open 2024 (5 pass / 1 fail)
- 15 were assessed towards BEC Accredited Level during the European Senior Championships in Heusden-Zolder, Belgium (12 pass / 3 fail)
- 5 were assessed towards BEC Certified Level during HYLO Badminton Open 2024 (5 pass)

Appraisal

17 umpires were appraised in 2024, to be eligible for future assessment.

- 6 BEC Accredited umpires were appraised during the 2024 European Men’s and Women’s Team Championships in Lodz, Poland.
- 4 BEC Certified umpires were appraised during the 2024 European Championships in Saarbrucken, Germany.
- 1 BEC Certified umpire was appraised during the HYLO Badminton Open 2024.
- 6 BEC Accredited umpires were appraised during the 2024 European Junior Championships.

Referees

4 BEC Continental referee assessments were organised, during the Dutch International, YONEX Bonn International, YONEX Czech Open, FZ FORZA Norwegian International. 2 of the 4 candidates passed their assessment.

Following the assessments during the year and the year-end retirements, the total number of BEC Technical Officials at the end of 2024 is: 25 BEC Continental referees, 50 BEC Certificated umpires and 95 BEC Accredited umpires.

Badminton Europe would like to congratulate all Technical Officials who received an upgrade in 2024:

New BEC Certificated Umpires	Benedikt Kestner (GER) Teemu Varonen (FIN) Claude Delcroix (FRA) Michael Glasdam (DEN) Vicky Hatton (ENG)
New BEC Accredited Umpires	Blazej Krawczyk (POL) Uffe Thomsen (DEN) Britta Rudolf (AUT) Angela Mcgough (ENG) Natalie Willeke (GER) Quentin Geldof (NED) Veronika Kyzlíková (CZE) Derek Cray (IRL) Denis Alavanja (SUI) Anizette Cabiles (ITA) Silvia Garretas (ESP) Julian Voigt (GER) Arne Deweirdt (BEL) Morten Rørtoft (DEN) Ice Kamkuan (SWE) Giulia Berettieri (ITA) Luís Miguel dos Santos Monge Dias (POR)
New BEC Continental Referees	Emese Tollas (BEL) Sebastien Bourdin (FRA)



Circuits

In 2024 91 tournaments were played, compared to 88 in 2023. Circuit events were organized by 31 Members. France and Poland were the only Members who organized the maximum allowed 6 Circuits tournaments in 2024 meaning two tournaments on each Circuit.

Badminton Europe Elite Circuit

In 2024, 32 Elite Circuit tournaments were organized by 29 Members. A total of 10 International Challenges, 11 International Series, and 11 Future Series took place. Out of those 32 tournaments, 22 were supported by Badminton Europe with live stream and live score, allowing badminton fans to follow tournaments all over Europe closely. The BEC Elite Circuit tournaments continue to attract players with an average of 299 players participating in each tournament.

The highest participation numbers were seen at the Austrian Open 2024, where a record number of 467 unique players entered. This tournament also had the highest number of entries, with 454 entries. The most attractive tournament for players outside of Europe was the 59 Portugal International Championships 2024 and Azerbaijan International 2024, with 20 non-European Members. The 59 Portugal International Championships 2024 also marked the record for the highest number of Members attending, with 51 Members.

The BEC Circuit rankings are kept updated after each tournament throughout the year, and at the end of 2024, 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, Joakim Oldorff (Finland) ended the year on top of the ranking list with two tournament wins. Amalie Schulz (Denmark) was first in the ranking in women’s single. William Kryger Boe / Christian Faust Kjær (Denmark) ensured their lead in men’s doubles with five amazing tournament wins and Chloe Coney / Estelle Van Leeuwen (England) placed on top in the women’s doubles ranking with two tournament wins. In mixed doubles, the most successful pair on the BEC Elite Circuit was Callum Hemming / Estelle Van Leeuwen (England) with two tournament wins in 2024.



Badminton Europe Junior Circuit

In the BEC Junior Circuit, junior players competed at 27 BEC Junior Circuit events that were organized by 21 Members. The average number of players entered in a tournament was 166 The record number of players in 2024 was 342 and entries 432 both at the YONEX German Junior 2024.

In the BEC Junior Circuit ranking in 2024, Milan Mesterhazy (Hungary) finished the year as number one in men’s singles and Maria Koriagina (Ukraine) as number one in women’s singles both with one tournament win. In men’s doubles, Mehmet Can Toremis / Bugra Aktas (Türkiye) with four tournament wins and in women’s

doubles Kateřlna Osladilova / Kateřlna Koliašova (Czechia) with three tournament wins. In mixed doubles the first ranked were Türkiye pair Bugra Aktas / Sinem Yildiz with four tournament wins.



Badminton Europe U17 Circuit

In 2024, 32 BEC U17 Circuit tournaments were organized by 24 Members. The average number of players entered in a tournament was 120 and the tournament with the most entries 295 and players 185 was Serbian U17 International - NOVI SAD.



In the BEC U17 Circuit ranking, Mehmet Can Tortemin (Türkiye) finished the year as number one in Men’s single and in women’s singles Ana Pranic (Croatia) both with three tournament wins. In men’s doubles Jakob Sjöblom (Germany) with two tournament wins, and in women’s doubles Jore Kavaliauskaite (Lithuania) with 4 tournament wins. In mixed doubles Jarno Deters (Germany) with one tournament win.

Conclusion

The 2024 showed that more and more of BEC Members can win medals at European Championships and achieve success at Circuit tournaments. This is vital in growing badminton fan base throughout Europe and undoubtedly raises the interest in BEC major events. In the new adopted strategic plan we will focus on delivering BEC events at highest standards as well as finding ways to create more value to the organisers.

Acknowledgements

I would like to thank all Members who organised BEC Major Events and Circuit tournaments in 2024 for your dedication and efforts. I am thankful to members of the Events Committee for your good cooperation. Sven Serré’s active involvement and leadership of the Technical Officials Committee has been vital in driving technical official’s area.

I would like to thank everyone who worked in Events department at BEC office during last year and wish success to new colleagues who recently joined the events team.

2.7 ORDER PAPER ITEM



“

A significant step forward has been made with the alignment of the new Representation Policy, which also focuses on the presentation of BEC towards its members.

ANDREJ POHAR

Chair of the Governance Committee

A handwritten signature in black ink, appearing to read 'dy Pohar'.

”

GOVERNANCE COMMITTEE REPORT

Throughout 2024, the Governance Committee has made significant progress in strengthening governance practices and addressing key strategic objectives, in line with the adoption of the new BEC Strategic Plan. This year has been marked by a focus on refining our governance frameworks, enhancing transparency, and ensuring alignment with both BEC's long-term goals and BWF's evolving standards. As we continue to evolve, our efforts have been directed towards creating a robust governance structure that not only supports the strategic vision but also fosters greater engagement and accountability across all levels of our operations.

Governance Review

This year marked the completion of the Governance Review, which focused on the consolidation and organisation of all governance documents. A centralised repository with proper versioning and traceability has been agreed upon to ensure clarity and accountability. A draft sustainability strategy was prepared, with plans to engage an external consultant in 2025 to refine and implement the strategy. Improved processes for monitoring and responding to changes in BWF regulations have been agreed. These include updating the

inventory of regulations and leveraging BEC representatives to enhance communication with BWF. BWF's strong governance framework under ASOIF's model was acknowledged as a benchmark for aligning BEC's practices, with the aim of helping BWF reach even higher standards through constructive BEC input.

Several long-term governance topics were explored, with key discussions set to continue in 2025. The size and role of the Board of Directors were debated, with consensus leaning towards a smaller, more strategic Board. Term limits, either role-specific or cumulative, were considered. Policies to improve gender balance remain a priority, with input requested from the membership. Discussions on remuneration structures for the Board of Directors and potential grants or subsidised programmes for Member Associations were also initiated.

Governance Daily Matters

After adopting some BEC Rules amendments in 2024, key governance documents, such as Meeting Procedures and Operational Guidelines, were updated to reflect evolving needs. This included removing outdated references and implementing structural changes in the office and BoD over the past year. The Conflict of Interest Policy was enhanced to strengthen procedures for declaring and managing conflicts, particularly for committees' chairs. A BEC-specific Code of Conduct for election candidates is also under development, ensuring fairness and transparency in future elections.

A significant step forward has been made with the alignment of the new Representation Policy, which also focuses on the presentation of BEC towards its members. A substantial effort has also been made in providing contract drafting support, aligning BEC's key interests through a new term of BEC-Sportradar contractual cooperation.





BWF Relations

As usual, considerable effort has been invested in aligning with BWF and proposing new directions that align with BEC's interests, through MA support for BWF AGM Proposals and, in particular, addressing the pros and cons of the 2024 BWF proposal to incorporate a Subsidiary. BEC aims to further enhance its relationship with BWF by supporting a proposal that BEC and other CCs may make their own BWF AGM Proposals as key players in BWF governance development.

Disciplinary Actions and Good Standing

Fortunately, there were few disciplinary cases. The main issues involved unjustified withdrawals from the major BEC Championships. These cases were ultimately resolved amicably, with fines imposed to compensate the host for the financial impacts. Updates to the Disciplinary Regulations will be reviewed to address procedural gaps and ensure consistency and fairness in future cases.

Since the circumstances leading to NBFR and BBF being declared not in Good Standing have neither changed nor been remedied, their status remained unchanged throughout 2024, and this designation was strictly enforced.

Athletes' Commission

The Athletes' Commission elections, originally planned for 2024, were unfortunately unsuccessful. However, the goal is to successfully organise and execute the elections in 2025 for the new term, 2025–2029. A new set of regulations has been adopted to facilitate this goal. Players' views and their impact on BEC's political decisions are of utmost importance. We look forward to the formation of a new Commission, with fresh input and gender

diversity among its members, which will contribute to the BEC framework and continue the excellent work of its predecessors.

Acknowledgements

I extend my heartfelt thanks to my colleagues on the Governance Committee: Sven Serré, Viktoria Tsvetanova, Rémon Verbeek, Richard Vaughan, Kai Schäffer, and Jean-Marc Serfaty, as well as Brian Agerbak and the new addition to the team in 2024, Pernille Karholt, for their unwavering support, contributions, and steadfast commitment to governance excellence. Finally, I express my gratitude to all Member Associations for their continued efforts to uphold and advance governance standards across their territories, for their initiatives aimed at improving BEC governance, and for helping strengthen BWF relations and practices.

2.8 ORDER PAPER ITEM



“
Throughout 2024, Badminton Europe has actively engaged with the Badminton World Federation (BWF) to shape policies that promote fairness and integrity in our sport.

”
RICHARD VAUGHAN
Chair of the International Committee

R. L. Vaughan

INTERNATIONAL
COMMITTEE REPORT

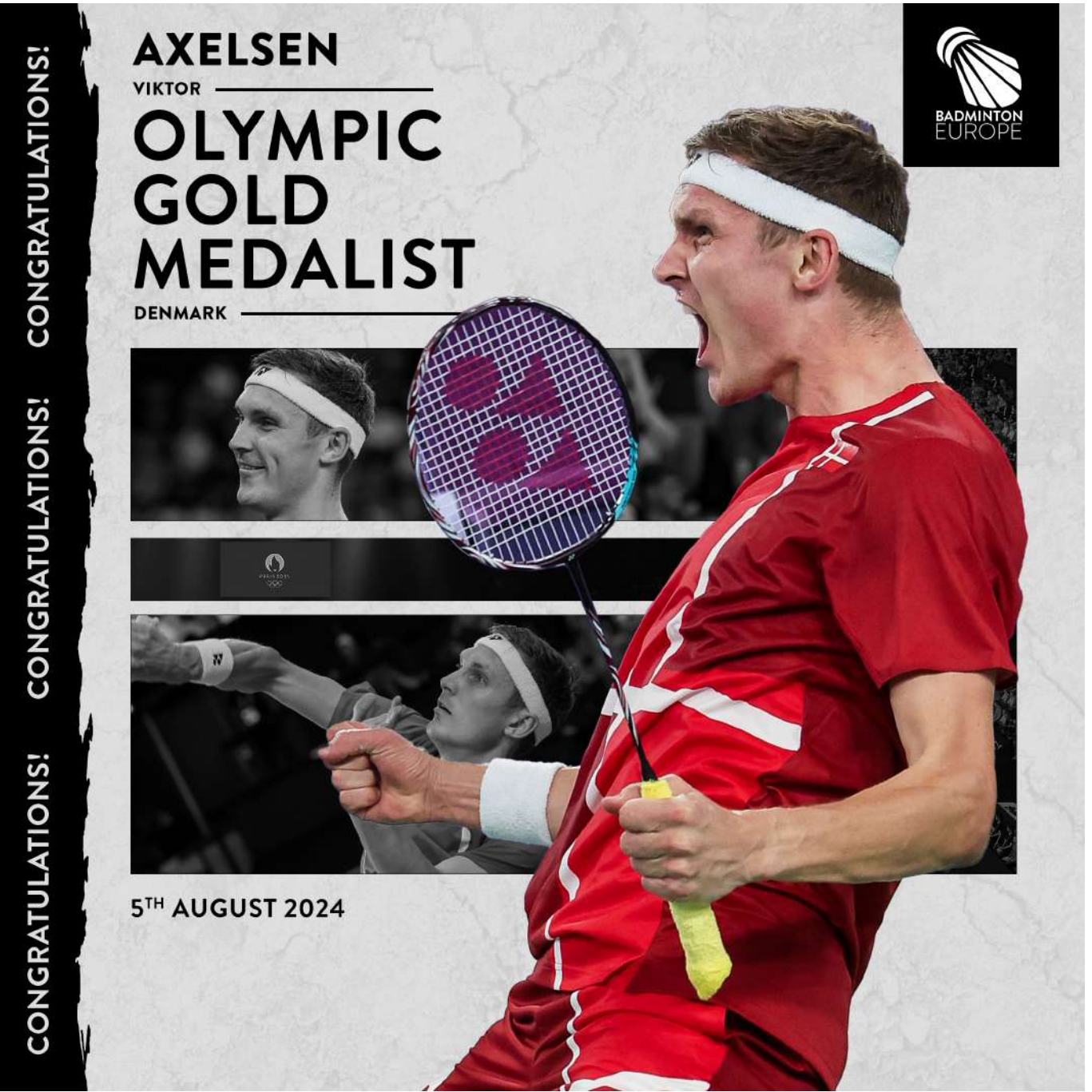
In 2023, I assumed the role of Chair of the International Committee following my election as BWF Vice-President of Europe at the BEC Annual Delegates’ Meeting in Baku. I extend my gratitude to João Matos for his significant contributions to Badminton Europe's international endeavours during his tenure.

Reflecting on 2024, it has been a year marked by significant developments and achievements within the badminton community. I am pleased to present the key highlights and our ongoing initiatives in this report.

Paris 2024 Olympic and Paralympic Games

The badminton events at the Paris 2024 Olympic and Paralympic Games were a resounding success, not only in terms of organisation but also in showcasing the incredible talent of European athletes. Held at the Porte de La Chapelle Arena, the competitions provided a thrilling spectacle for fans and highlighted the strength of European badminton on the global stage.

European shuttlers delivered outstanding performances, reaffirming the continent’s position as a powerhouse in world badminton. Denmark’s Viktor Axelsen continued to dominate men’s singles, successfully defending his Olympic title and solidifying his legacy as one of the sport’s greats. Meanwhile, Carolina Marín of Spain once again proved her resilience and class, while sustaining a devastating injury in the semifinals in the women’s singles.



The Paralympic Games also showcased inspiring performances from European athletes. Lucas Mazur of France defended his title in the SL4 men’s singles, reinforcing his dominance in para-badminton. Meanwhile, the Great Britain duo of Dan Bethell and Krysten Coombs delivered stellar performances, adding to Europe’s medal tally and reinforcing the continent’s status as a leading force in para-badminton.

The Paris 2024 Games were not only a triumph in terms of competition but also served to elevate badminton’s visibility across Europe. The remarkable performances of European players have undoubtedly inspired a new generation of athletes, further strengthening the sport’s future on the continent.



LUCAS



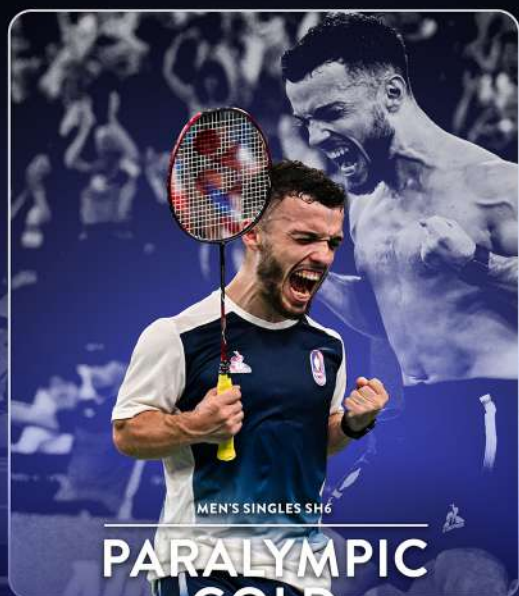
PARALYMPIC
GOLD
MEDALIST

FRANCE

MAZUR



CHARLES



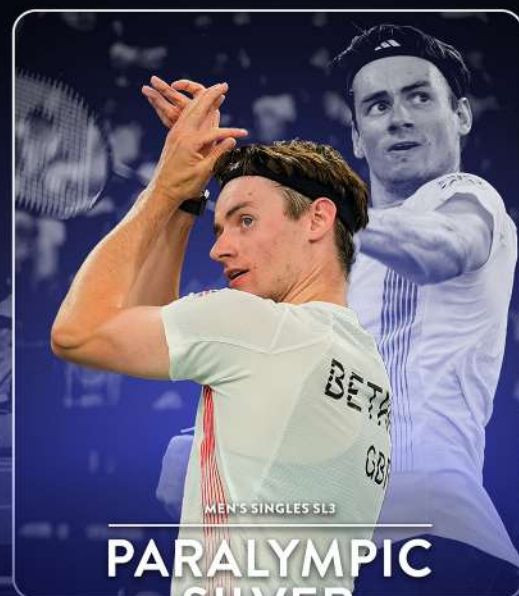
PARALYMPIC
GOLD
MEDALIST

FRANCE

NOAKES



DANIEL



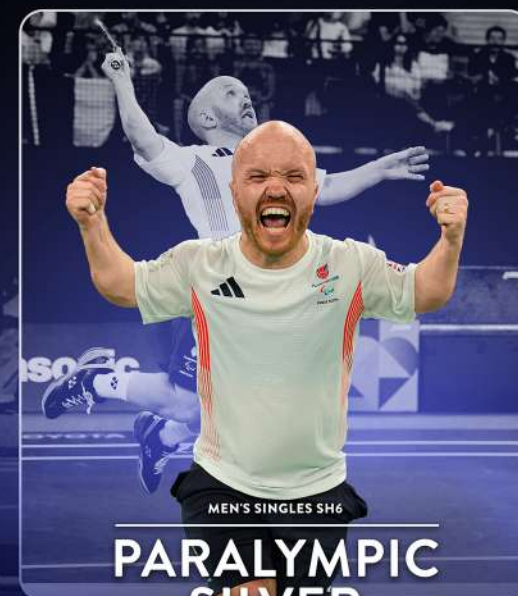
PARALYMPIC
SILVER
MEDALIST

GREAT BRITAIN

BETHELL



KRYSTEN



PARALYMPIC
SILVER
MEDALIST

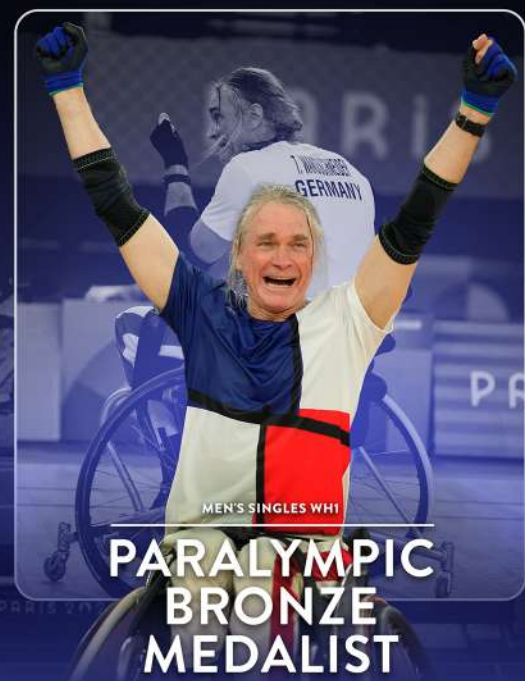
GREAT BRITAIN

COOMBS

2024 PARALYMPIC GAMES



THOMAS



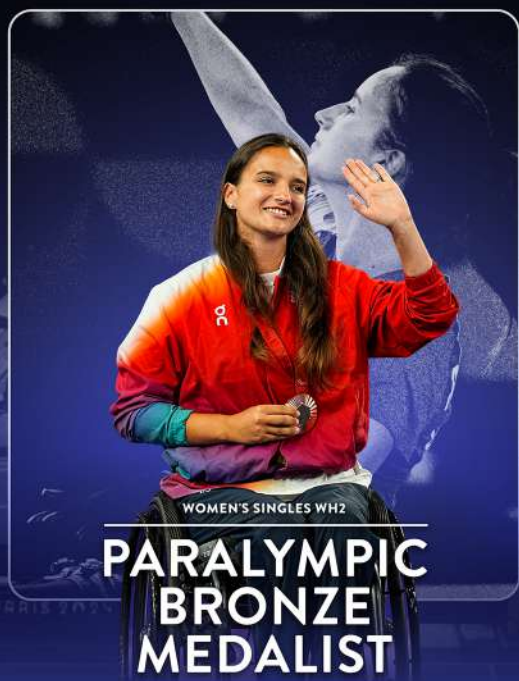
PARALYMPIC
BRONZE
MEDALIST

GERMANY

WANDSCHNEIDER



ILARIA



PARALYMPIC
BRONZE
MEDALIST

SWITZERLAND

RENGGLI



HELLE SOFIE



PARALYMPIC
BRONZE
MEDALIST

NORWAY

SAGØY



LUCAS MAZUR



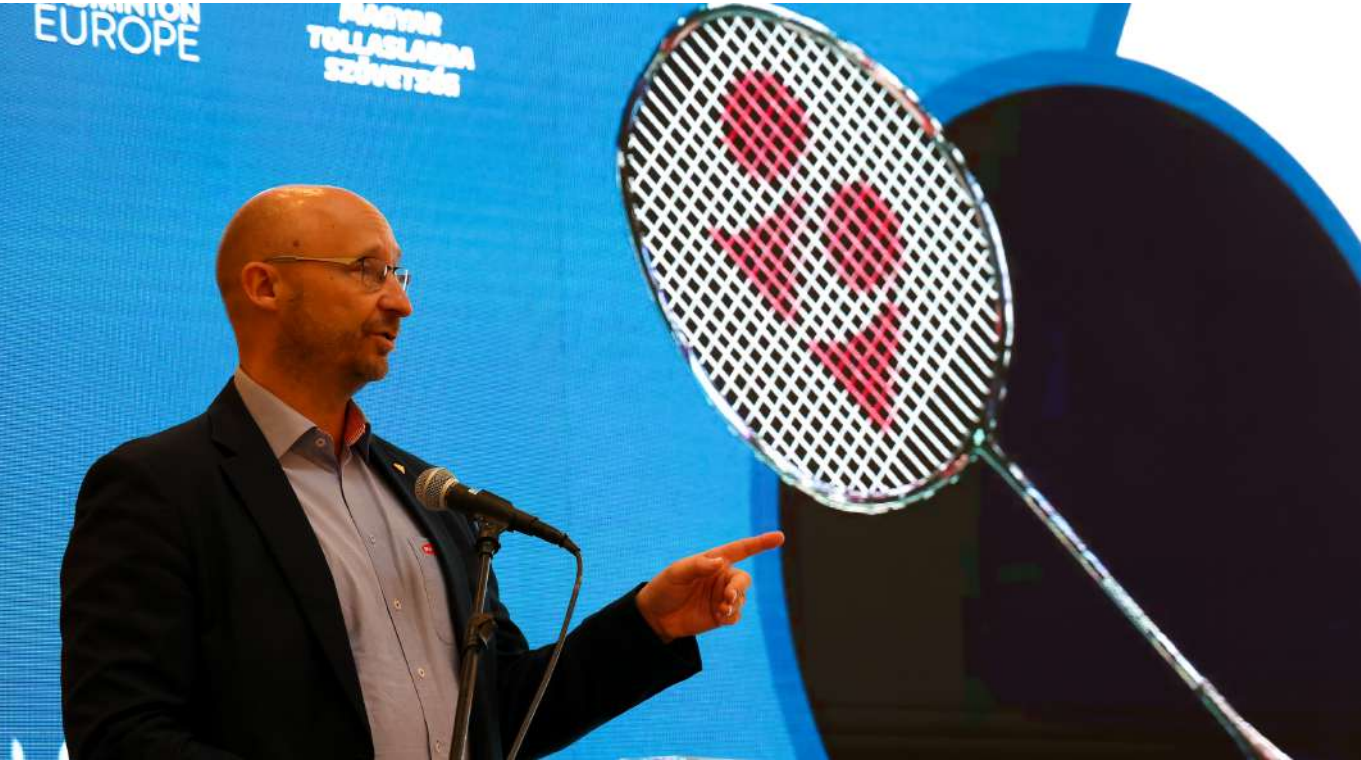
PARALYMPIC
BRONZE
MEDALISTS

FRANCE

FAUSTINE NOËL

Influence on BWF Policies

Throughout 2024, Badminton Europe has actively engaged with the Badminton World Federation (BWF) to shape policies that promote fairness and integrity in our sport. A significant focus has been on refining the framework that permits athletes from Russia and Belarus to compete as neutral participants. We advocated for stricter criteria concerning anti-doping measures, athlete eligibility, and associated costs. Our collaborative efforts with the BWF led to adjustments that align with our commitment to maintaining the sport's integrity. Additionally, we supported a proposal from the Spanish Badminton Federation aimed at enhancing continental representation within the BWF Council. The proposal suggested that council members be elected by their respective continental electorates, thereby empowering European members to select their representatives. While the motion was withdrawn from the 2024 BWF AGM agenda, ongoing dialogues have resulted in the consideration of certain elements for future inclusion



European Games and Strengthening Partnerships

We continue our work to include badminton in upcoming events, such as the 2027 European Games in Istanbul and the 2025 European Youth Olympic Festival in Skopje. Our commitment to inclusivity was further demonstrated through our collaboration with the Special Olympics. In 2024, we co-hosted the first-ever federation-led education and competition event in Hefei, China, in partnership with the BWF and Special Olympics International. This initiative underscores our dedication to making badminton accessible to all.

Engagement with BWF and Future Outlook

Looking ahead, the 2025 BWF Elections are on the horizon. Since assuming the role of BWF Vice-President, I have been actively involved in discussions on key projects that will impact Badminton Europe. BWF has recently made changes to the scoring system and is considering modifications to the Thomas & Uber Cup formats, and the testing of innovations such as a play clock and automated service fault detection. We will continue to monitor these developments closely. In conclusion, 2024 has been a year of significant progress and collaboration. We remain dedicated to positioning ourselves to positively influence the future of badminton. I extend my gratitude to the members of the International Committee and the staff who have supported our endeavours.



CHAPTER 3

FINANCIAL REPORT & STRATEGIC PLAN

INSIDE THIS CHAPTER

This chapter provides a comprehensive overview of Badminton Europe's financial standing and future direction. It includes the Annual Financial Report 2024, offering transparency on the organization's financial health, alongside the Auditor's Report, ensuring compliance and accuracy. The Budget 2025 and Forecast for 2026 & 2027 outline financial planning for the coming years. Additionally, the Strategic Plan 2025 - 2028 presents key objectives and initiatives shaping the organization's long-term growth and development.

Annual Financial Report 2024

Auditor's Report

Budget 2025 and Forecast 2026 & 2027

Strategic Plan 2025 - 2028

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ANNUAL FINANCIAL REPORT 2024

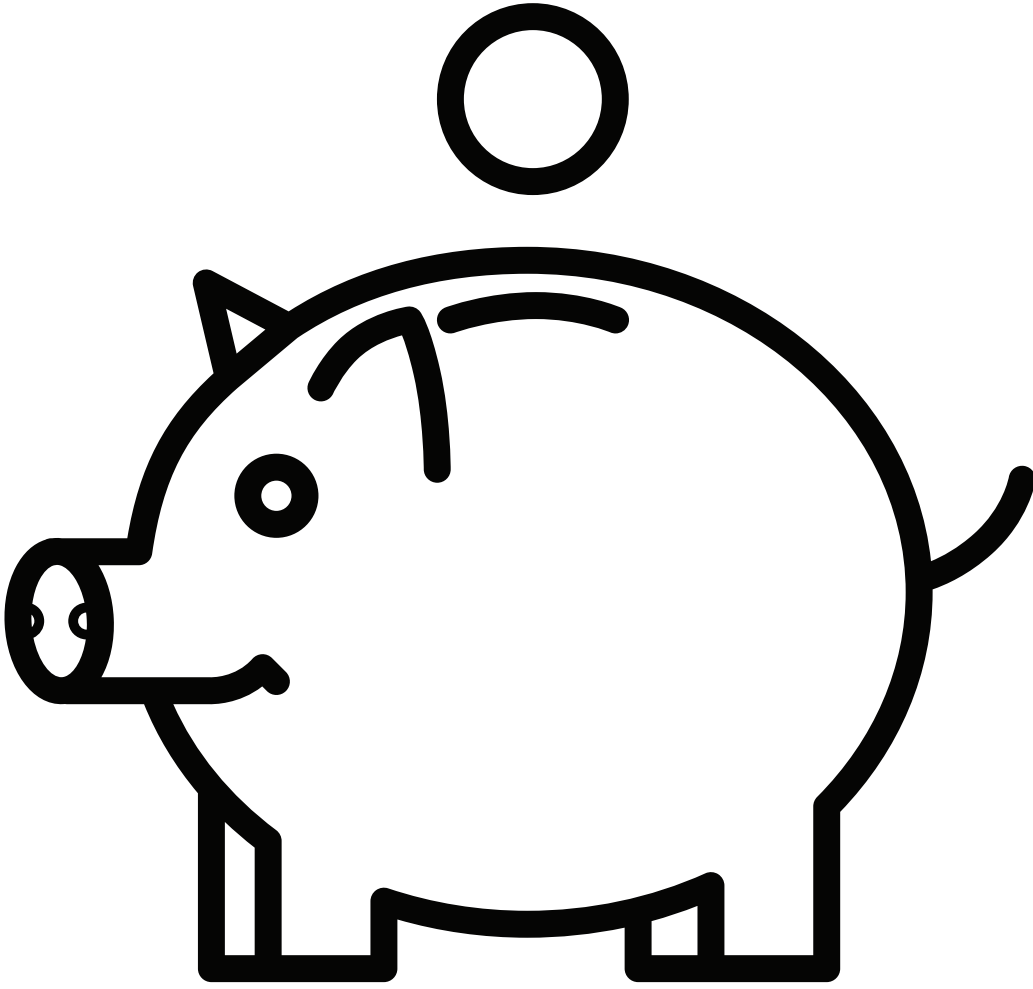
INSIDE ANNUAL FINANCIAL REPORT 2024

The Financial Statement reflecting Badminton Europe’s performance over the past year. This part includes the Statement by the Board of Directors and a Management Review of 2024. The Income & Expenditure Account and Balance Sheet offer insights into the organization's financial operations, while the Notes and Accounting Policies provide essential clarifications on financial reporting and compliance. In addition to the financial report 2024, this chapter also presents the budget for 2025 and the forecast for 2026-2027.

The ADM is asked:

- to consider and approve the Financial Report 2024;
- to approve the proposal to allocate € 400K from our total reserves to a designated Reserve with the purpose to implement the Strategic Plan 2025-2028;
- to consider and approve the Budget 2025
- to consider the Forecasts 2026-2027

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Income & Expenditure Account 1.1. - 31.12.2024	P. 78
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Accounting policies	P. 83



STATEMENT BY THE BOARD OF DIRECTORS

The Badminton Europe Board of Directors have discussed and approved the Financial Report of Badminton Europe for 2024.

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 per 31 December 2024 and of the results of the organisation’s operations for the financial year 1 January - 31 December 2024.

We recommend that the Financial Report be approved at the Annual Delegates’ Meeting on 29 March 2025

Badminton Europe:

Brian Agerbak
General Secretary

Board of Directors:

Sven Serré President	Rémon Verbeek Director of Finance	Andrey Antropov Vice-President	Andrej Pohar Vice-President
Kai Schäfer Athletes’ Commission Chair	Sylvain Benaïn 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:	Andrej Pohar
Vice-President:	Andrey Antropov
Director:	Sylvain Benaïn
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.

Summary of financial year 2024:

Badminton Europe	Actual 2024	Budget 2024	Actual vs Budget
Total income	2.859.849	2.926.000	-66.151
Total expenses	2.878.618	3.081.000	-202.382
Operating result	-18.769	-155.000	136.231
Financial result	122.742	50.000	72.742
Total result	103.973	-105.000	208.973

The financial year 2024 resulted in a surplus of 103.973 EUR (2023: 320.460 EUR surplus) which is about € 209.000 better than budgeted. The highlight explanation compared to the budget is as follows (amounts rounded off in € 1.000):

Budget result 2024		-€ 105K
Income:		
EU-project Advance (will be accounted for in next years)	-€ 41K	
Less other sponsoring, sales and services	-€ 80K	
European Championships	+€ 68K	
Several others	-€ 13K	
Total		-€ 66K
Expenses:		
Less costs High Performance (CoE/world class project)	+€ 150K	
Maintenance and improvements BEC-office	-€ 70K	
Salaries staff	-€ 45K	
Datahub (needed for new Website/data-base/BEC app)	-€ 70K	
Tournament management system (start in 2025)	+€ 75K	
Less costs WAoS Administration / Event course	+€ 30K	
Several other less expenses (activities are budgeted on full participation, this is not always achieved)	+€ 132K	
Total		+€ 202K
Financial Result:		
Interest (partly because of use of 6-months fixed deposit)	+€ 54K	
Exchange rate fluctuation	+€ 19K	
Total		+€ 73K
Total result financial year 2024		+€ 104K

The total income 2024 is 2.859.849 EUR (2023: 2.755.114 EUR) of which 1.144.342 EUR (40%) is received by way of grants from BWF. BWF grants are received in US Dollars.

The balance sheet shows net assets of 3.524.304 EUR (2023: 3.420.331), of which 3.318.530 EUR (2023: 3.133.113 EUR) is held in cash.

Reserves

The development of our reserves is as follows (amounts rounded off in € 1.000):

Reserves 1 January 2024	€ 3.420K
Positive result 2024	€ 104K
Reserves 31 December 2024	€ 3.524K

Our goal is that our net working capital/net current assets (2024: € 3.105K) remain about one year’s expenditures (2024: € 2.879K) so that we will be able to continue to be able to pay for our operating expenses for another year when our income would stop.

Also given Badminton Europe's strong financial position the ADM is asked to approve the proposal to allocate to allocate € 400K from the total reserves with the purpose to implement the BEC strategy 2025-2028 which was approved at the 2024 ADM. A designated reserve helps allocate surplus funds responsibly and also provides more flexibility as an organization to be able to address and implement specific topics from the strategy in addition to the budget during the period 2025-2028:

Digital transformation & Technology implementation (€ 75K), under which	
	Communication between organizers, players and federations
	Data-driven, fan-focused digital platform
	Implementation of AI-driven analytics for fan engagement
Player & Coach Development (€ 250K), under which	
	Team Europe Talent Development Program
	Advanced coach education program
	Development CoE
Grassroots & Inclusivity Initiatives (€ 75K), under which	
	Development of new concepts to recruit and retain players & technical officials
	Para-badminton programs
	EU-projects

In the event of a positive decision by the ADM the display of the total reserves from 1 January 2025 will be as follows:

General reserve	€ 3.124K
Reserve strategy 2025-2028	€ 400K
Total reserves	€ 3.524K

At the yearly ADM the usage of the Designated Reserve will be accounted for in the annual financial report, in addition to usage of the budget. The external auditor will also monitor these expenditures.

The financial budget 2025 and forecasts 2026-2027

The summary of the budget 2025 and forecasts 2026-2027 is as follows:

	Actual 2024	Budget 2025	Forecast 2026	Forecast 2027
Total Income	2.895.849	3.051.196	3.306.535	2.991.517
Expenditures				
Development	779.701	966.880	1.032.000	1.019.000
Business	415.429	487.051	325.000	330.000
Events	322.182	322.180	418.500	322.500
International	23.154	19.260	19.000	19.000
Governance	1.376	6.080	4.000	4.000
Administration	1.336.776	1.500.550	1.538.500	1.585.700
Total Expenditures	2.878.618	3.302.001	3.337.000	3.280.200
Operating Result	-18.769	-250.805	-30.465	-288.683
Financial Result	122.742	50.000	50.000	50.000
Total Result	103.973	-200.805	19.535	-238.683

In the expenditures for 2025 there is € 150.000 budgeted for the implementation of the new Tournament Management system which is the main reason for the negative budgeted result in 2025.

The total income in 2025 increases mainly as a result of the new Sportradar contract.

In 2025 we will continue to invest in development, including through Team Europe.

The forecast for 2026 predicts a surplus of 19.535 EUR while forecast for 2027 predicts a deficit of 238.683 EUR but will be yearly updated with the latest developments where we naturally strive for a better result in 2027. In the coming years we want to explore how the investments we are now making in the development of the new website, app and tournament management system could contribute in ways to generate more income. It is however too early to anticipate this.

The variance in income in even and uneven years due to variation in events programme.

Events occurred after the 31 December 2024

In the period from 1 January 2025 to the date of issue of the report, there have not been any transactions, which would influence the financial report.

INCOME AND EXPENDITURE ACCOUNT

For the year ended 31 December 2024

			€	
Income		Note	2024	2023
	Administration Fee BEC		61.322	60.902
	Subscriptions BWF (90%)		85.786	68.483
	BWF CC Development Funding	1	1.144.342	1.088.348
	Entry Fees		279.366	113.047
	Sanction Fees		70.821	65.840
	Withdrawal Fees BEC		14.000	20.209
	Rights and Sponsorships		975.383	1.031.910
	EU Funding		94.442	120.000
	Sales		26.847	41.983
	BEC COE		93.743	110.495
	Miscellaneous Income		13.797	33.897
Income total			2.859.849	2.755.114
Expenditure		Note	2024	2023
	Development	2	779.701	903.171
	Governance	3	1.376	1.638
	Events	4	322.182	234.404
	Business	5	415.429	225.508
	International	6	23.154	16.721
	Administration	7	1.336.776	1.111.649
Expenditure total			2.878.618	2.493.091
OPERATING SURPLUS			-18.769	262.023
Bank Interest			104.236	51.124
Exchange Rate Fluctuation			18.506	7.313
			122.742	58.437
Surplus of the year			103.973	320.460

NOTES

(Forming part of the financial statements)
Grants of 1.249.460 USD (€ 1.144.342) were received from BWF for development activities.

Note 1	BWF Funding	Received 2024	Received 2023
	BWF Base Level Grant	422.469	422.469
	BWF Programme	180.628	180.628
	Para badminton	50.000	64.000
	CCHR Grant	292.125	266.791
	Player Development Grant	94.000	94.000
	Marketing & Communications Grant	20.000	20.000
	Shuttle Time	9.888	0
	Tournament Development Grant	30.000	30.000
	Technical Officials Grant	6.000	3.640
	Referee Development	6.100	6.000
	Umpire Development	6.250	6.000
	National Technical Officials Grant	25.000	25.000
	Events Grant	107.000	63.500
BWF Grants		\$1.249.460	\$1.182.028
		€1.144.342	€1.088.348

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 Auditors as part of the audit process.

Note 2	Development	€	
		2024	2023
	Equipment Support	2.274	5.461
	Development Projects	214.185	164.590
	Coach Education	65.563	152.316
	Training Centres/Scholarships/World Class	394.910	449.381
	MA Support	46.155	77.168
	Para badminton	39.530	53.130
	Meetings	17.084	1.125
		779.701	903.171

Note 3	Governance	€	
		2024	2023
	Board and Staff Education	1.118	525
	Meetings	258	1.113
		1.376	1.638

Note 4	Events	€	
		2024	2023
	European Championships	223.149	105.845
	Events Equipment, Medals	18.401	18.776
	Travel Grants	2.250	2.700
	Technical Official's Education,Clothing	35.926	43.655
	Circuit Equipment	4.437	26.509
	Observers and Referees	37.959	36.025
	Meetings	60	894
		322.182	234.404

Note 5	Business	€	
		2024	2023
	PR/TV Activities	241.361	58.790
	Live score/Streaming	145.615	145.735
	Manager App	0	974
	Sponsor Servicing	14.397	9.304
	TV Placement Deals	13.000	8.000
	Promotional Material	798	1.229
	Meetings	258	1.476
		415.429	225.508

Note 6	International	€	
		2024	2023
	Meetings	23.154	16.721
		23.154	16.721

		€	
Note 7	Administration	2024	2023
	Meetings	63.384	82.404
	Annual Delegates' Meeting and Gala dinner	21.432	20.041
	Travel and Accommodation	50.845	39.454
	Office Expenses	102.374	30.668
	Salaries	1.032.931	867.838
	Accounting	429	410
	Legal Expenses	2.312	3.342
	Audit Expenses	5.905	5.250
	Postage and Stationary	14.543	14.123
	Depreciation	3.786	3.557
	Provisions Bad Debt	-10.741	11.042
	Bad Debtors	610	310
	Miscellaneous Administration	40.945	31.264
	Bank Interest and Charges	2.271	1.946
	Consultancy Expenses	5.750	0
		1.336.776	1.111.649



BALANCE SHEET

		€	
At 31 December		2024	2023
Fixed Assets	Property	410.000	410.000
	Office equipment	8.833	8.300
Current Assets	Equipment stock	41.180	26.760
	Demands	3.272	
	Provisions of bad debts	-618	2.654
	Cash in bank or hand	3.318.530	3.133.113
		<u>3.362.364</u>	<u>3.375.740</u>
Current Liabilities	Accruals, provisions and deferred income	223.788	
	Items for other periods	33.105	
		256.893	373.709
	Net current assets	3.105.471	3.002.031
	Net Assets	<u>3.524.304</u>	<u>3.420.331</u>
Reserves	As of 1st of January	3.420.331	3.099.871
	Surplus for year	<u>103.973</u>	<u>320.460</u>
		<u>3.524.304</u>	<u>3.420.331</u>



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 Confederation for the financial year 1 January 31 December 2024, which comprise a summary of significant accounting policies, income statement, balance sheet and notes, for the Confederation. The financial statements are prepared in accordance with general 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 Confederation at 31 December 2024, and of the results of the Confederation's operations for the financial year 1 January 31 December 2024 in accordance with the Confederation’s accounting principles.

Basis for conclusion:

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 Confederation 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 Den-mark, 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 2025 and forecasts 2026-2027 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 Confederation’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Confederation or to cease operations, or has no realistic alternative but to do so.

Auditor’s Responsibilities for the Audit of the Financial Statements:

Our objectives are to obtain reasonable assurance 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 Den-mark 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 Confederation’s internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.

- Conclude on the appropriateness of Management’s use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Confederation’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Confederation to cease to continue as a going concern.

- 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, 27/03/2024
Grant Thornton
Certified Public Accountants CVR-nr. 34 20 99 36
Kim Kjellberg

State Authorised Public Accountant
mne29452



BUDGET 2025 AND FORECASTS 2026 AND 2027

ORDER PAPER ITEM 6

	€					
Income	Actual 2023	Budget 2024	Actual 2024	Budget 2025	Forecast	Forecast
Administration Fee BEC	60.902	61.000	61.322	61.320	61.300	61.300
Subscriptions BWF (90%)	68.483	80.000	85.786	75.654	76.000	76.000
BWF CC Development Funding	1.088.348	1.062.700	1.144.342	1.125.762	1.138.735	1.147.217
Entry Fees	113.047	218.000	279.366	212.830	383.500	238.000
Sanction Fees	65.840	71.000	70.821	63.250	71.500	64.000
Withdrawal Fees BEC	20.209	15.000	14.000	15.000	15.000	15.000
EU Funding	120.000	142.000	94.442	149.200	120.000	0
Rights and Sponsorships	1.031.910	1.071.300	975.383	1.223.700	1.300.500	1.250.000
Sales & Services	41.983	80.000	26.847	24.120	30.000	30.000
BEC COE	110.495	105.000	93.743	90.360	100.000	100.000
Miscellaneous Income	33.897	20.000	13.797	10.000	10.000	10.000
Income total	2.755.114	2.926.000	2.859.849	3.051.196	3.306.535	2.991.517

Expenditure	Actual 2023	Budget 2024	Actual 2024	Budget 2025	Forecast	Forecast
Education	140.502	95.000	65.563	112.855	112.000	112.000
High Performance	449.380	545.000	394.910	603.190	690.000	740.000
Participation	191.644	238.500	216.459	199.065	176.000	113.000
MA Support**	67.389	83.500	46.155	10.000	10.000	10.000
Para badminton	53.130	46.000	39.530	40.690	43.000	43.000
Meetings	1.125	1.000	17.084	1.080	1.000	1.000
DEVELOPMENT	903.171	1.009.000	779.701	966.880	1.032.000	1.019.000

Communication	66.406	171.500	173.810	194.471	209.000	214.000
Commercial	157.625	249.000	241.361	291.500	115.000	115.000
Meetings	1.476	1.000	258	1.080	1.000	1.000
BUSINESS	225.508	421.500	415.429	487.051	325.000	330.000

Expenditure	Actual 2023	Budget 2024	Actual 2024	Budget 2025	Forecast	Forecast
Major Events	124.620	261.000	241.550	205.990	305.000	209.000
Technical Officials	36.919	38.500	38.176	64.720	56.500	56.500
Circuits	71.969	58.500	42.396	50.390	56.000	56.000
Meetings	894	1.000	60	1.080	1.000	1.000
EVENTS	234.404	359.000	322.182	322.180	418.500	322.500
INTERNATIONAL	16.721	18.500	23.154	19.260	19.000	19.000
GOVERNANCE	1.638	11.000	1.376	6.080	4.000	4.000
Board of Directors	33.660	46.500	43.885	59.100	60.500	60.500
Staff	867.837	987.000	1.032.931	1.097.000	1.137.500	1.183.000
Office	84.606	91.000	157.134	83.560	79.000	80.200
Professional Expenses	9.002	11.000	15.607	21.720	21.500	22.000
Financials	16.856	20.500	-4.074	18.000	20.000	20.000
Meetings**	99.688	106.000	91.293	221.170	220.000	220.000
ADMINISTRATION	1.111.649	1.262.000	1.336.776	1.500.550	1.538.500	1.585.700
Expenditure total	2.493.091	3.081.000	2.878.618	3.302.001	3.337.000	3.280.200
OPERATING SURPLUS	262.023	-155.000	-18.769	-250.805	-30.465	-288.683
Bank Interest	51.124	50.000	104.236	50.000	50.000	50.000
Exchange Rate Gain	7.313	0	18.506	0	0	0
	58.437	50.000	122.742	50.000	50.000	50.000
Result for the year	320.460	-105.000	103.973	-200.805	19.535	-238.683

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

** The reasons for the increase of Meetings (Administration) are as follows:

- The expenditures regarding the Congress/Forum (from Development-MA Support) are now combined with the expenditures ADM,
- Four physical Board meetings instead of three,
- Allocation of extra budget so that it can give more MA's also the opportunity to organize an ADM/ Congress.

STRATEGIC PLAN 2025 - 2028

CLICK HERE



CHAPTER 4

BOARD ELECTIONS & NOTICE OF ANNUAL DELEGATES' MEETING

INSIDE THIS CHAPTER

The Annual Delegates' Meeting serves as a crucial platform for decision-making within Badminton Europe. This year, the election of one Director for the 2025–2028 term will take place, with three candidates nominated for the position. The election process reflects the organization's commitment to strong leadership and transparency, ensuring that the Board continues to guide the sport's development effectively. This chapter outlines key details of the election and the significance of this governance process for the future of Badminton Europe.

Board Elections
Notice of Annual Delegates' Meeting

P. 91
P. 97



Spanish Badminton Federation proposes the election of

MARIO CARULLA SCHULTZ

ELECTION OF 1 DIRECTOR FOR THE PERIOD 2025 - 2029



DATE OF BIRTH

26 October 1971



LANGUAGES

English and Spanish



SKILLS & VALUES

Adaptability, Emotional intelligence, Analytical reasoning, Problem resolution, Teamwork, Initiative, Leadership, Assertive communication.

EXPERIENCE



BADMINTON

Olympic player in Atlanta 1996.

Three-time Panam Games bronze medalist. Mar del Plata 1995, Winnipeg 1999.

Panamerican Champion Guatemala 1993, bronze Winnipeg 1997.

12 times Thomas Cup and Sudirman Cup player.

Top 64 in mens singles.

European Senior Champion in Men's Singles +35, Punta Umbría 2008.

Bronze medal in MD at the +35 World Senior Championships, Punta Umbría 2009

European Senior Runner-up in Men's Singles +35 (Sofia 2012) and +40 (Lisbon 2014).



OTHER EXPERIENCE AND QUALIFICATIONS

MBA - MASTER, Business Administration, ICADE Universidad Católica Comillas Madrid, Spain (2000 - 2001)

Deputy Managing Director, Abahana (Invitha Circular Holding S.L.) (2024 – Present)

Treasurer, Mediterranean Badminton Confederation (2023 – Present)

General Secretary, Ibero-american Badminton Federation FIBAD (2022 – Present)

International representative, Spanish Badminton Federation FESBA (2020 – Present)

CEO - Managing Director, Sidep Iberia S.L. (2018 – 2024)

Economic and financial vice president, Spanish Badminton Federation FESBA (2018 – 2020)

Economic and financial director, Pacomartinez (World Bags S.A.) (2001 – 2018)

Quality System Consultant and Auditor, Bureau Veritas Peru S.A. (1997 – 2000)

Czech Badminton Federation proposes the election of

PETR MARTINEC

ELECTION OF 1 DIRECTOR FOR THE PERIOD 2025 - 2029



DATE OF BIRTH

11 October 1975



LANGUAGES

Czech, English and Russian



SKILLS & VALUES

Diligence, dedication, determination.

Management experience, knowledge of badminton in all positions, leadership.

EXPERIENCE



BADMINTON

As a former player, I participated in major tournaments such as the World Championship 2001, All England Open, Indonesian Open, Denmark Open, etc.

As a coach, I trained many Czech champions and players who competed in major World and European tournaments such as the World Championship, Youth Olympic Games, European Championship, etc.

As president I have been leading one of the most successful clubs in Czechia BK 1973 Benátky nad Jizerou since 1995 until now, I have been the president of the Central Bohemia Badminton Federation since 2016 until now and the president of the Czech Badminton Federation since 2022 until now.

MOTTO:

Badminton in Europe has great potential and I believe we will be bigger and better.

Badminton Wales proposes the election of

RICHARD VAUGHAN

ELECTION OF 1 DIRECTOR FOR THE PERIOD 2025 - 2029



DATE OF BIRTH

16 April 1978



LANGUAGES

English (Fluent), Spanish, French



SKILLS & VALUES

A team player, consensus drive, with a deep understanding of the sports business. From Olympic players to senior administrator who has built strong relationships within the Badminton World Federation, and other important International Organisations. Principled leadership that is innovative, and progressive to make positive change that ensure the sport reaches its full potential.

EXPERIENCE



BADMINTON

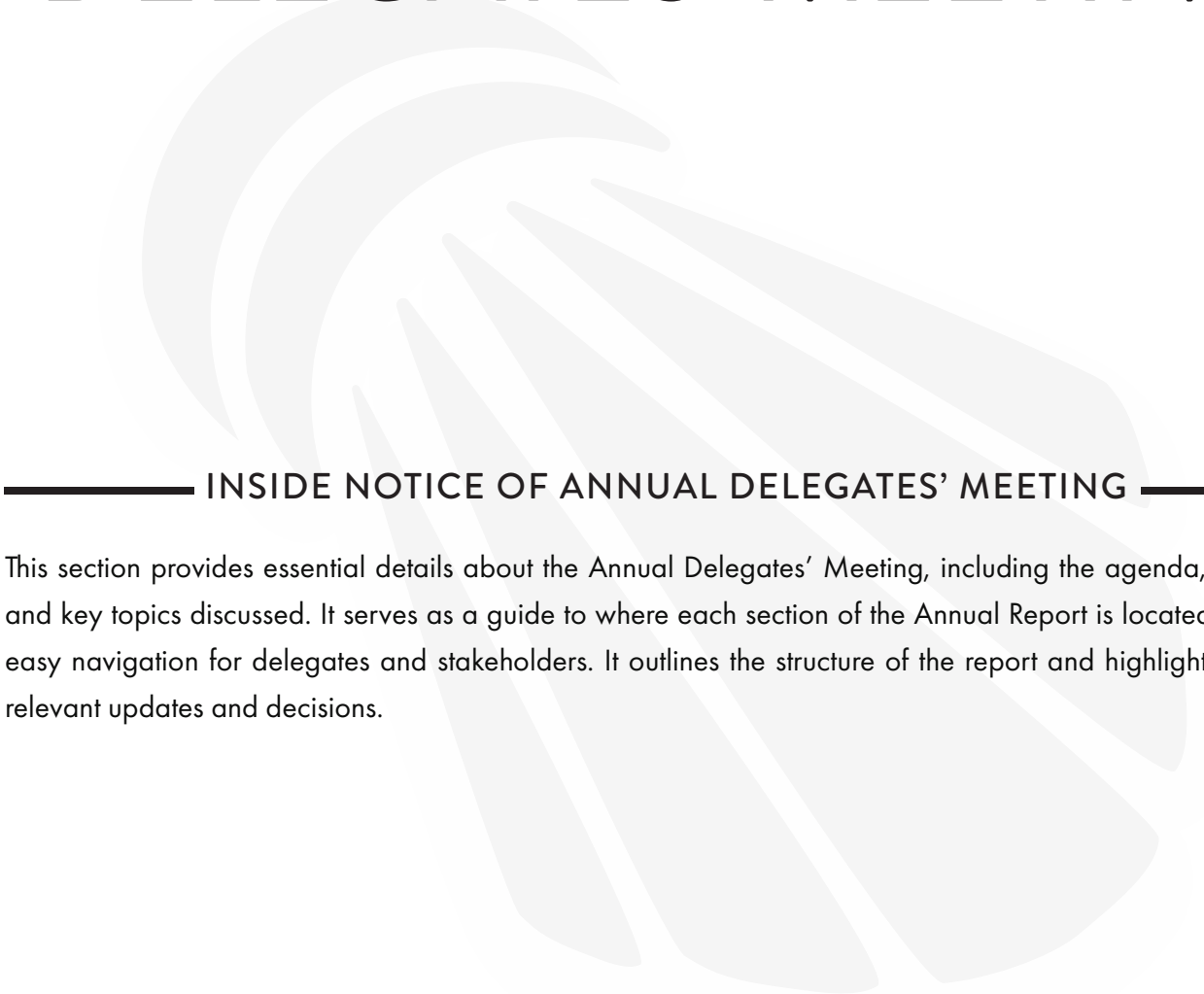
Badminton World Federation (BWF) Vice-President Europe (2023 – Present)
Badminton Europe Director (2014 – Present)
BWF Coach Tutor (2014 – Present)
Chief Executive Officer, Badminton Ireland (2011 – 2015)
Performance Consultant (2006 – 2011)
European Club Championships Gold Medal
European, and Commonwealth Bronze Medallist (Men's Singles)
Olympian Sydney 2000, and Athens 2004 Olympic Games
Former World No7 (Men's Singles)



OTHER EXPERIENCE AND QUALIFICATIONS

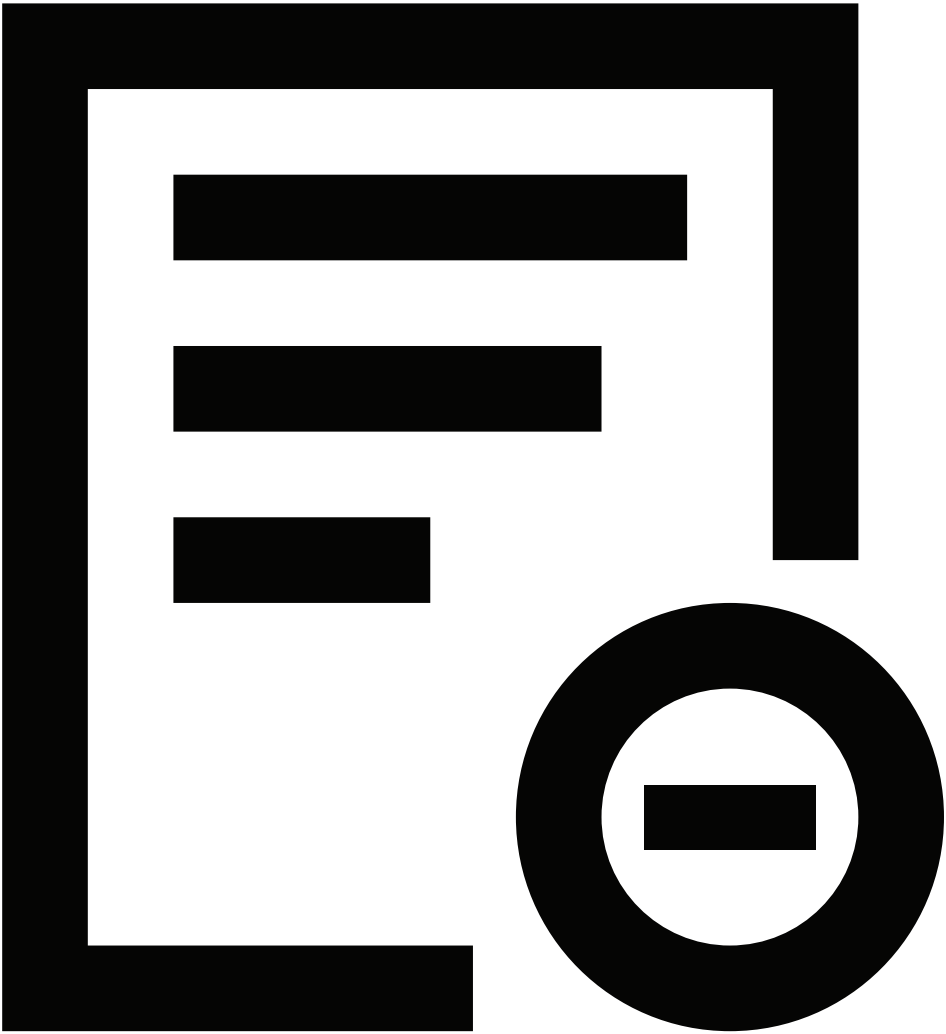
PhD Sport Governance (2023 – 2025)
Director, The Sports Consultancy (2021 – Present)
Non-Executive Director, Equestrian Australia (2020 – 2024)
Chief Executive Officer, Squash Australia (2015 – 2021)
Non-Executive Director, British Olympic Association (2010 – 2013)
MBA (Marketing), Leicester University (2011 – 2013)
Digital Account Director, Gravit-e Google Partner Agency (2006 – 2011)
MA Sports Education, and Development, Bath University (2008 – 2009)
BSc (Hons) Economics and Politics, Cardiff University (2002 – 2006)
British Olympic Association – Athletes Commission Member (2000 – 2005)

NOTICE OF ANNUAL DELEGATES’ MEETING



INSIDE NOTICE OF ANNUAL DELEGATES’ MEETING

This section provides essential details about the Annual Delegates’ Meeting, including the agenda, schedule, and key topics discussed. It serves as a guide to where each section of the Annual Report is located, ensuring easy navigation for delegates and stakeholders. It outlines the structure of the report and highlights the most relevant updates and decisions.



Notice is hereby given that the 58th Annual Delegates’ Meeting of Badminton Europe Confederation will be held on Saturday, 29th March 2025 at 10.00 CEST in Belgrade, Serbia.

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 11
- 2.2. The General Secretary’s Report - page 17
- 2.3. Report Chair of Athletes’ Commission - page 23
- 2.4. Report Chair of Business Committee - page 25
- 2.5. Report Chair of Development Committee - page 29
- 2.6. Report Chair of Events Committee - page 47
- 2.7. Report Chair of Governance Committee - page 59
- 2.8. Report Chair of International Committee - page 63

3. CONSIDER AND APPROVE FINANCIAL REPORT AND AUDITOR’S REPORT 2024 - page 71

- 3.1. Income & Expenditure Accounts 2024 with comparison to Income & Expenditure accounts 2023 - page 78
- 3.2. Balance sheet per 31 December 2024 - page 82
- 3.3. Auditor’s Report 2024 - page 84
- 3.4 Designated Reserve Strategy 2025-2028 ad € 400K - page 76

4. TO CONSIDER AND APPROVE THE BUDGET FOR 2025 AND CONSIDER FINANCIAL FORECASTS 2026 & 2027 - page 86

5. PROPOSALS

- 5.1. Slovak proposal to amend the BEC Rules – to introduce Minimum Gender Requirements.

The Slovak Badminton Federation proposes a change in the BEC Rules under section(s) 14.2 and (new) 19.4 and 19.5 to introduce Minimum Gender Requirements in the Board of Directors.

Proposal (proposed changes in bold italics)

14.2 All elections shall be decided by absolute majority, i.e. by more than half of the votes cast in favour.

If there are more candidates than available positions, ***for each gender that has not met the Adjusted Minimum Gender Requirements as listed in 19.4 and 19.5***, the candidates with the most votes, who also have absolute majority, will be elected in turn until all positions are filled.

If no candidates achieve absolute majority, the candidate with the least votes will be eliminated. In case of a tie of candidates with the least votes, a run-off election shall take place between the candidates involved in the tie.

If at least one candidate obtains absolute majority, and is elected, the candidate with the least votes will not be eliminated.

Elections will continue until all available positions are filled, ***unless the Minimum Gender Requirements for a gender as listed in 19.4 and 19.5 cannot be met. If there are not enough Candidates to meet the Minimum Gender Requirements for a gender as listed in 19.4 and 19.5, the corresponding seat(s) shall remain vacant and elections shall be held for such seat(s) at the next Delegates’ Meeting when elections take place.***

19.1 The Board of Directors shall consist of the President, the Vice-President, the Director of Finance, eight Directors and the Chair of the Confederation’s Athletes’ Commission elected pursuant to the Athletes’ Commission Regulations.

19.2 If the President dies, is incapacitated for a period of time, resigns or is unable to complete the term of office, the Vice-President will act as President and a successor shall be elected for the remainder of the term at the next Delegates’ Meeting when elections take place.

19.3 If a Director dies, is incapacitated for a longer period, resigns or is unable to complete the term of office, another Director appointed by the Board of Directors will act in his/her place and a successor shall be elected for the remainder of the term at the next Delegates’ Meeting when elections take place.

(New) 19.4 The Board of Directors shall have Minimum Gender Requirements where a minimum representation of 25% of each gender shall apply.

(New) 19.5 Minimum Gender Requirements shall apply to the following positions: President, Vice-President, Director of Finance and the Directors – in total 11 elected officers. The Minimum Gender Requirements do not apply to the Chair of the Confederation’s Athletes’ Commission.

19.6 (former 19.4) The Board of Directors has no power to co-opt Directors. In case of a vacancy, the Board of Directors shall appoint a Director to fulfil the vacancy until the next Delegates’ Meeting when elections take place.

19.7 (former 19.5) An appointee shall not gain additional voting rights.

Rationale for amending 14.2 and 19:

Minimum Gender Requirements on the BWF Council has been adopted by the BWF Membership, and it is a natural next step for our Continental Confederation to adopt as well on the BEC Board of Directors.

As per adopted rule changes on the Annual Delegates’ Meeting in 2024, the amount of elected officers on the BEC Board of Directors from 2025 onwards is 11 (President, Vice-President, Director of Finance and eight Directors).

Therefore a minimum requirement of 25% of each gender deems to be sufficient for now, taking the current number of elected female officers (2) up to minimum 3, whereas a higher number than 25% (e.g. 30%) will

require minimum a doubling of elected female officers.

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

BEC Position on the Slovak Badminton Federation's Proposal

The BEC Board of Directors (BoD) appreciates the Slovak Badminton Federation’s well-intentioned proposal, which aligns with BEC’s commitment to gender balance in sports governance. As outlined in the BEC Rules (paragraph 3.2), BEC supports the active participation of women in badminton at all levels and ensures the representation of both men and women in the BEC’s affairs beyond the field of play. However, after careful review, the BoD recommends rejecting the proposal as presented, for the following reasons.

(a) Incompatibility with the Staggered Election System

The proposal seeks to replicate the BWF system but does so inconsistently, without fully accounting for the structural differences in the election process. Unlike BWF, which elects an entirely new board every four years, BEC follows a staggered system, with one-third of Directors elected annually. This approach has historically strengthened the BoD’s consistency, organisational stability, knowledge, and experience, ensuring diverse and evolving leadership while maintaining continuity.

(b) Risk of Unfilled Positions and Election Disruptions

Introducing quotas – whether based on gender, region, age, culture, economics, development level, or other criteria – at any stage of the staggered election process risks disrupting the BoD’s composition and fair representation across all positions. This is particularly concerning for key positions such as President, Vice-President, and Director of Finance. Furthermore, the proposal’s suggestion that certain positions could remain vacant undermines the principle of open and democratic elections. If vacancies were to arise under a quota system, they could cause further complications in the following year’s election, reducing both flexibility and fairness. Restricting the candidate pool based on factors beyond merit and the capacity to effectively contribute ultimately risks undermining the quality of diverse leadership, which is essential to the organisation’s success.

(c) Ambiguity

The proposal’s wording is ambiguous and does not account for all potential scenarios. It is unclear whether the quota applies to the entire BoD or specific positions, as referenced in the proposed new 19.4 and 19.5. Additionally, it notably excludes the Athlete’s Representative, despite this role being an equal member of the BoD. Furthermore, the proposal’s reference to “each gender” fails to consider that several European countries now recognise a non-binary gender option (X) alongside the traditional male and female categories.

(d) Need for Integrated Approach

The BoD acknowledges that increasing female representation is essential for ensuring balanced perspectives and representative decision-making within the organisation. However, there is little evidence to suggest that mandatory quotas and a top-down approach are the best solutions. The BoD aims to find a more effective and inclusive strategy that encourages participation while maintaining open election competition and addressing the root causes of the issue. To this end, it is considering several interconnected factors that must be addressed

collectively, rather than in isolation, as part of long-term strategic changes, namely: gender balance, term limits, BoD size, required skill sets, and BoD remuneration.

Given all these considerations, the BoD finds the proposal premature, incomplete, and lacking in a fully integrated perspective, particularly when considering the envisaged long-term strategic changes. While the proposal does not contradict the BEC Rules (Article 3), **the BoD asks members to reject it** and allow more time to develop a well-considered, comprehensively inclusive, and consistent long-term approach. The BoD firmly believes that support for inclusivity and stronger female participation should not undermine the BEC’s established democratic election principles, nor the encouragement of female leaders.

6. TO DETERMINE THE FEES FOR 2026

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

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

7. BOARD ELECTIONS

All elections shall be decided in accordance with BEC Rule 14.2.

The CV’s of the candidates can be found from page 91 onwards.

7.1. Election of 1 DIRECTOR for the period 2025-2029

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

- Spanish Badminton Federation proposes the election of **Mario CARULLA SCHULZ**
- Czech Badminton Federation proposes the election of **Petr MARTINEC**
- Badminton Wales proposes the election of **Richard VAUGHAN**

8. APPOINTMENT OF AN AUDITOR FOR THE YEAR 2025

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

9. BWF MATTERS

9.1. BWF Annual General Meeting in Xiamen, China on Saturday, 26th April 2025

10. ANY OTHER COMPETENT BUSINESS

For the Board of Directors,



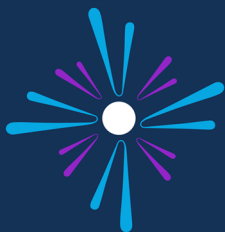
Brian Agerbak
General Secretary
07 March 2025



ABOUT THIS YEAR IN BADMINTON

The Badminton Europe Confederation (BEC) Annual Report provides an in-depth look at the year's most significant moments in European badminton. It highlights the sport's development, the dedication of players, and the strategic efforts undertaken by BEC to nurture talent and expand the game's reach. The report also delves into major initiatives, key partnerships, and upcoming events, including the BEC Congress, where members will collaborate on shaping the future of badminton in Europe.

2025 Major Tournaments



2025 European Mixed Team Championships
Baku, Azerbaijan
12 - 16 February



2025 European Championships
Horsens, Denmark
8 - 13 April